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Inside

APHIS

Vol. 12 No. 2

United States Department of Agriculture • Animal and Plant Health Inspection Service

January 1992



20th Anniversary for APHIS



Rooted in 272 years of experience

Letters to the Editor

Dear *Inside APHIS*:

I would like to say thank you to everyone who helped me at the National APHIS Safety and Health Conference/Training Session when I had the misfortune of having my wallet stolen. All of you pitched in when I was left with nothing, so far from home. Thanks again and God bless you and yours.

Debby Vandergrift
(formerly) Safety, Health and
Environmental Section
Property and Safety Management
Branch
Management Services Division,
M&B

Dear Sir:

One of your employees, Carl Spitzer, USDA, APHIS, a Supervisory PPQ Officer who retired in 1984, has a Gold Medal Stamp Exhibit called "Buzz" about bees. He again received a Gold Medal at the National Topical Stamp Exhibit, TOPEX, in Aurora, CO, in June and was given the Grand Award as the best exhibit in the show.

The award is not only for an interesting, well-produced exhibit but also for the extensive knowledge of his subject displayed by the stamps and text of his exhibit.

Regards,
Margaret Stanchfield
Kent, Washington

Forwarded from PPQ OIC James Thompson, Little Rock, AR, through SE Region Collateral Duty Safety & Health Officer R. M. Davis:

Dear Mr. Thompson:

I want to say thank you to you and the USDA, APHIS, for quite

possibly saving my daughter's life. As a temporary employee working in the field, I was given information on Lyme's disease. APHIS was concerned for the safety of its employees and had given this information to many workers.

My daughter, Nicole, was diagnosed with Lyme's disease on 8-24-91. I would have never taken her to be examined for a rash, since she had no other symptoms and was not ill. But I kept remembering the information I read and decided to have her checked. She was treated within 14 days of the initial tick bite, so there will most probably be no long-lasting effects, and it should be treated very simply with antibiotics. The doctor informed me that after this rash disappeared, I would probably not have known anything until it was too late for irreversible damage.

So thank you for being concerned about your employees' welfare and getting out information to your employees. There is nothing that can replace one's health.

Sincerely,
Tammi M. Tiernan

TO: Editor, *Inside APHIS*:

Two excellent articles have appeared in USDA publications on APHIS' involvement in "Operation Desert Farewell." These were *USDA News* (Vol. 44, No. 5, June 1991) and *Inside APHIS* (Vol. 12, No. 1, July 1991). Both of these articles basically saluted the PPQ officers that were on TDY assignment there. These were well-deserved kudos.

However, there are some unsung heroes of this exercise who have not really been mentioned. Without the efforts of these individuals, the TDY assignments would never have been

filled and, as a result, the return exercise could have been a disaster.

High praise and salutes should be accorded Dale Rush, Military Advisor, IS; Darcy Axe, Senior Staff Officer, OS/IS; Stanley Cornelius, Program Specialist, OS/IS; Dave Reeves, Staff Officer, PO/PPQ; and Doris Katz, Transportation Specialist, RMS/IS.

Arriving shortly after the fighting stopped, Dale spent at least 30 days on his own in Saudi Arabia. During this time he coordinated all the efforts to bring the military in line with APHIS requirements and determined where the inspection stations should be located, what [equipment] the PPQ officers should bring with them, and what they should expect upon arrival.

Darcy, Dave, and Stanley spent countless hours on the speaker-phone each morning with Dale, documenting this information, coordinating it with the U.S. military at the Pentagon, and selecting qualified PPQ officers to go on this TDY assignment. As always, Doris accomplished the impossible by quickly arranging for passports, visas, clearances, etc., for each of these TDY officers. This all had to be done before the first TDY officer put foot on Saudi soil.

Our hats are off to them!

Alex B. Thiermann
Deputy Administrator, IS

Inside APHIS

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Call or write the editor with ideas for the next issue at your convenience. The opinions expressed in letters to the editor or articles do not necessarily reflect the views or policy of the agency. APHIS reserves the right to edit for reasons of space and style.

Director: John P. Duncan III
Editor: Peggy Adams
Designer: Mary Ann Hines
Photography Editor: Laura Smith

Front cover, clockwise from upper left:

In 1947, Louis H. Smith of USDA's Bureau of Animal Industry applied disinfecting solution to the rubber garments of his Mexican colleague, Felipe Macquivar, as they prepared to leave a small farm they had just inspected near Toluca, MX. At the time Mexico and the United States had a joint commission to fight foot-and-mouth disease; veterinarians then, as now, disinfected themselves

and civilian traffic moving from infected to clean areas.

Customs officials and Agriculture inspectors check baggage arriving in Brownsville, TX, on a Pan-American Airways plane from Mexico, circa 1940's.

By the early 1900's survey crews were used in New England to deal with infestations of gypsy moth. USDA issued the license plate on the early-model sedan delivery vehicle.

Dear Editor:

I would like to thank all APHIS employees who donated annual leave to me during my illness. Specifically, Veterinary Services, Regulatory Enforcement and Animal Care, and Science and Technology—your response was overwhelming. It is comforting to know the

Department has a leave-sharing program for its employees to use in a time of need. I would like everyone to know that their contributions are very much appreciated!

Robert Ellerby
VS, Ft. Collins, CO
Jan. 22, 1991

Editor:

Ah—thanks for asking if I would like to share some of the nightmares that occur when one works with supply/procurement. There are never any minor errors when one works in supply; they are grandiose whoppers, worth retelling time and again.

Being a good sport is a supply-job requirement. When pressed for one of my many fond nightmarish memories, I would have to say that I delighted most in [an incident involving] the remodeling of offices, wherein an enormous amount of ADP furniture was purchased “inside delivery.” Murphy’s Law being what it is, the carrier arrived on schedule, loaded to the gills with heavy boxes of “put togethers,” one (not too well) driver, no helpers, and no instructions to bring anything *inside*.

I’ve heard it said that timing is everything: the salesman drove up at the moment of crisis! Just to check on things!

The salesman rolled up his sleeves, grabbed boxes, and unloaded the truck for the next 2 hours. I thanked him for a job well done and knew privately that he had truly earned his commission!

Mary Pinch
APHIS-VS, Raleigh, NC

Dear Editor:

I would like to take issue with John M. Coffin’s letter in the July 1991 issue. He obviously subscribes to the general misconceptions about APHIS, ADC. Unfortunately, some groups are dependent on contributions for their existence and often resort to sensationalism and distortions of reality to create a cause for concern. Most employees believe these misrepresentations to be so slanted and far from reality that we expect the public to see through the bilge water, and therefore we do not make any effort to refute. Obviously, that is the wrong course to follow!

John, let’s take a look at some of your statements. First you referred to the removal of problem coyotes as a “blind primitive reaction that has been failing for over a hundred years.” The goal of the ADC program is to control damage to a manageable level, not eliminate coyotes. The fact that coyotes have expanded their range tremendously in this century, and the fact that we (*Letters to the Editor* continue on p. 19)

How Old Are We Really?

Many long-time employees report the same thing: They never missed a beat.

Most of the program work went on without a hitch when the Agricultural Research Service underwent a kind of organizational mitosis on Oct. 28, 1971, and produced the daughter agency APHIS.

Actually, the agency produced was APHS—the Animal and Plant Health Service. Just 5 months later, APHS acquired meat inspection duties and was renamed APHIS. Later still—1977—those same meat inspection duties were moved to another agency; but Departmental decisionmakers kept the name APHIS, reasoning that inspection was an appropriate part of our name.

Indeed, the whole reorganizational process may have seemed like little more than a change in name and bureaucratic structure. The day after—and you can still find this happening in 1991, at places like Ames—colocated ARS and APHIS program offices worked together as usual. Administrative and service functions such as personnel and information absorbed most of the shock waves.

When changes so large can be made in such a civilized way, a 20th anniversary may seem a little anticlimactic. APHIS was never really severed from its roots. The institutional function remained intact, firmly attached to the Department.

If that’s the case, what does the 20 years mean? How old are we really?

Let’s see. APHIS emerged from ARS in 1971...20 years. And ARS was first formed in 1942 as the

Agricultural Research Administration (ARA)...49 years. The ARA was an artificial amalgamation of the legendary Bureau of Animal Industry (BAI) and the Federal Horticultural Board.

The BAI had been in place since 1884 (107 years ago), created to deal with the widespread outbreaks of infectious bovine pleuropneumonia (also known as the plague) that had prompted Europe to bar imports of American meat. Over time the BAI mission included research on livestock diseases, enforcement of animal import and interstate transport regulations, and meat inspection.

The Federal Horticultural Board was the 1912 blending (79 years ago) of the Bureau of Entomology, Bureau of Plant Industry, and parts of the Forest Service. It was designed to administer the 1912 Plant Quarantine Act.

Then there was the Division of Economic Ornithology and Mammalogy, which became the Bureau of Biological Survey in 1905 (86 years ago). As the predecessor of Animal Damage Control, it started out in USDA; but in 1939 it was transferred to the Department of Commerce. There it joined forces with the Bureau of Fisheries to become the Fish and Wildlife Service; later it was transferred to the Department of the Interior. Many of us were here when ADC found its way back to USDA and settled in APHIS in 1986.

So, let’s see....107 years plus 79 years plus 86 years gives 272 years. Now that’s better! More reflective of our considerable experience in protecting American animal and plant health!

—Peggy Adams

Comments from new APHIS Administrator Robert Melland

APHIS Enters a New Decade of Service



Robert B. Melland, APHIS Administrator, November 1991. (APHIS photo by Laura Smith.)

The editor of *Inside APHIS* asked me to make some comments from my new position. First, I'd like to thank Secretary Madigan and Assistant Secretary Jo Ann Smith for the confidence they have demonstrated and the opportunity they have given me.

Nearly a year ago, I suggested there was a new dimension emerging within APHIS. Later, I identified that new dimension as an "attitude." Attitude is personal posture, but the attitude I speak of reflects the disposition, opinion, and mind set of the agency, both personal and corporate.

The "APHIS Now" attitude is positive and confident. It has recently been demonstrated in several ways, including the extraordinary achievement of the Combined Federal Campaign in the Metro Washington area, the commitment to workforce diversity throughout the agency, and the celebration of awards and achievements in many locations. It includes our overall willingness to

patiently examine and thoughtfully respond to the AMT's recent recommendations regarding the Management Review Group's report and the agency's future directions.

It's exciting and refreshing to walk the corridors in Hyattsville or visit a field installation and experience firsthand the emerging positive attitude of "APHIS Now." APHIS has made great progress in building an organizational identity and demonstrating its commitment to delivering high-quality agricultural health services. APHIS is strengthening its internal linkages without sacrificing the autonomy of its program areas. APHIS is coming of age.

Three immediate goals are on my agenda. First, we need to tie up loose ends. We need to conclude any incomplete projects we have at hand and be ready to move forward with our workplan. Second, we need to enhance a workplace environment that encourages and rewards individual creativity and initiative. Our people are a resource

of incomparable depth and value, and my responsibility, along with the APHIS Management Team, is to articulate our expectations and then stand aside to allow our people to meet them. Finally, we need to emphasize that resolutions to problems and issues should be addressed at the earliest point of recognition. We have a mutual responsibility to empower our people so they can resolve these issues as they emerge.

Next April we will celebrate 20 years of agency achievements. In reference to these successes, Lonnie King stated at a recent APHIS Women's Leadership seminar that, "APHIS is well positioned to be one of the preeminent agencies in USDA and Government."

I agree. Our 20-year anniversary will allow us to not only celebrate our past successes but also reaffirm our identity and mission so we can be more certain that APHIS achieves this preeminent position in the coming decade. ■

“New” APHIS Pushes Flies Back at the Border

By Mary Yurkovich, Public Information, LPA

Eradicate screwworms from our southern neighbor? In early 1972, many doubted that it could be done.

Twenty years later, it has become one of APHIS' greatest accomplishments.

In the spring of 1972 the fledgling APHIS was reeling under new screwworm outbreaks in the South Central States—the result of an unusually mild and wet Texas winter. By the end of the year, 95,625 cases of screwworms were reported in the United States. Cattle as far north as Kansas were once again infested.

Once screwworms had infested much of the South and Southwest, but they had been declared eradicated from the United States in 1966. To prevent reinfestation of the pest from Mexico, USDA's Agricultural Research Service (ARS) began releasing a barrier of sterile flies along the 2,000-mile Texas/Mexico border. These flies were developed in the U.S. rearing facility in Mission, TX.

Based on earlier observations that female screwworm flies mate only once, ARS scientists had discovered they could effectively prevent reproduction with flies sterilized by radiation. If sterile flies could saturate an infested location, they would mate with wild females and their eggs would not develop.

Visionary Scientists

The sterile release program became an APHIS responsibility when the new agency—known then as the Animal and Plant Health Service or APHS—was formed in 1971.

“The Animal Health Division (AHD) hardly noticed the change,” comments Norvan Meyer, an AHD staff veterinarian. “The whole division was ARS one day and APHS the next. It was easy for us to continue our close cooperation with the research group that remained in ARS.”

In the early 1970's, however, not all scientists were convinced the sterile-release method was foolproof. Some geneticists theorized that genetically inadequate “factory” strains would eventually undermine the eradication program.

Others had a larger vision. Those endorsing the proposal were ARS scientists E.F. Knipling and R.C. Bushland, who had originated the technique; U.S. livestock producer groups, especially the Southwest Animal Health Research Foundation, who believed in the new technique; APHIS' first administrator, Frank Mulhern; and other APHIS veterinarians and entomologists.

These visionary scientists succeeded. Joining forces with equally determined Mexican officials, the two governments agreed to eradicate screwworms as far south as the 195-km-wide Isthmus of Tehuantepec.

Mulhern accompanied the Secretary of Agriculture to the signing party at Tlatelolco, the Plaza of the Three Cultures, in Mexico City on August 28, 1972. This event—19 years ago—created the Mexico-United States Commission for the Eradication of Screwworms. Norvan Meyer found himself the first U.S. codirector of the Commission.

Overcoming the Barriers

Even so, in the 1970's, eradication was far in the future. The goal of reaching the Isthmus was more difficult than that of eradicating screwworms from the U.S. Southwest. The vast Mexican territory, with its rugged terrain, was a formidable challenge, as was the country's varied forms of livestock management within many different indigenous populations.

Americans and Mexicans working with the Commission also struggled with cultural and language differences. The country's communications problems made it difficult to reach the isolated areas, either for educating farmers on how to treat wounds or for getting screwworm samples to laboratories.

To overwhelm native screwworm populations with field-competitive sterile insects, the Commission built a mass-rearing plant near Tuxtla Gutierrez, Chiapas, in southern Mexico. The plant opened in 1976.

In 1981 the old plant at Mission closed. The plant near Tuxtla Gutierrez is now the only mass-rearing facility of its kind in the world.

(continued on page 6)



Earl Butz was the Secretary of Agriculture who traveled to Mexico City in 1972 to sign the agreement creating the Mexico-U.S. Joint Commission for the Eradication of Screwworm. John Tower, then Senator from Texas, is second from right. (USDA photograph.)



APHIS Acting Associate Administrator Lonnie King and Madame Liu, Director of Animal and Plant Health, People's Republic of China, at a signing ceremony in Beijing during his visit there in October. King was in China to negotiate animal health and quarantine protocols and visit quarantine facilities during a three-cities tour that took in Harbin, Shenzhen, and Guangzhou. Also shown in back row are Claude Nelson (left), Assistant Regional Director for IS' Asia and Pacific Basin Region, and Scott Sindelar, Agricultural Trade Officer for USDA's Foreign Agriculture Service.



Flies continued from page 5

At peak production in the early 1980's, Tuxtla Gutierrez produced 500 million sterile flies each week. Today it continues to rear and sterilize just over 200 million flies weekly, needed for eradication and surveillance in Mexico, Belize, Guatemala, El Salvador, and Honduras.

Screwworm-free

The struggle paid off in 1984, when the Commission reached the Isthmus of Tehuantepec. All but five southern Mexican states were screwworm free, and the United States would no longer suffer periodic reinfestations from Mexico.

The success of the Commission helped generate a new goal that nearly everyone supported: the eradication of screwworms from the entire country of Mexico.

On Feb. 25, 1991, 19 years after the Commission came into existence, the two agricultural secretaries again met in a ceremony at the Plaza of the Three Cultures to declare Mexico free of screwworm.

Hundreds of Americans and thousands of Mexicans helped execute the project—one of the world's largest international animal health efforts. For many U.S. and Mexican employees the achievement of eradicating screwworms from Mexico was, in the words of another former APHIS Commission codirector, Robert Reichard, "one of the most satisfying adventures of their lives." ■

APHIS and the FAA Copilot Bird Management Program

By Beth Hulse, Executive Correspondence, LPA

Have you ever been at an airport after a soaking rain and wondered about the flocks of sea gulls milling round?

No—it's not for the frequent flyer mileage points. The birds are attracted to the fresh water that gathers in pools on airport runways, taxiways, and grassy areas.

The growing number of birds at airports increases the chance of birds being ingested into plane engines. Last year, over 1,500 birds strikes caused millions of dollars in damage and threatened passenger safety.

Bird-aircraft collisions may seem minor when compared with the many problems plaguing contemporary airports, but the increasing number of collisions nationally has spurred the Federal Aviation Administration (FAA) to ask for help.

In February 1991, APHIS signed an interagency agreement with the FAA to look for ecologically sound methods for resolving bird problems at airports. Over the 5-year span of the agreement, the FAA will provide \$1.9 million in funds.

Laughing Gulls Are No Laughing Matter

For this FAA research Richard Dolbeer, a field biologist at the Denver Wildlife Research Center's (DWRC) Field Station in Sandusky, OH, is looking into bird repellent techniques.

In one project Dolbeer collaborates with ADC's New Jersey State Director Janet Sillings to test bird repellants at John F. Kennedy International Airport (JFK) in New York City. This work is an extension of the research conducted by colleagues Russ Mason and Larry Clark on the chemical methyl anthranilate (MA) (see related story, page 16). Mason and his team were the first to test and document MA's effectiveness in deterring birds from crops and farmland.

At most airports, including JFK, gulls are responsible for over 50 percent of bird hazards and problems. About 250 birds are killed each year by aircraft at JFK, most of them laughing gulls. The violent deaths of their fellows is apparently not a deterrent, because these birds continue to flock to the runways for fresh water.

To reduce the attractiveness of the water, Dolbeer and his colleagues sought to develop formulations of MA that could be used in water. However, MA is known to break down in water, which decreases the chemical's potency.

Dolbeer found that a powder formulation of MA, in which the chemical is encapsulated between starches, can be effectively applied to water. The powder is measured out in a cup and added to standing water, much like powdered detergent is added to a load of laundry.

Sound simple? Not really, according to Dolbeer. "MA is a tricky chemical to deal with," he says. "During our testing we found that MA can also break down under constant exposure to ultraviolet rays. We had to alter our MA formulation to include ultraviolet inhibitors."

For larger bodies of standing water, Dolbeer prefers to test oil-based MA formulations. Here, MA is added to soybean oil, where it floats on top of the water like an oil slick, readily available to repel birds.

"So far, our research has produced some promising results," says Dolbeer. "Mother Nature hasn't been all that cooperative in providing rain to test the formulations at the airports, but to date we have treated six ponds. In all six cases, the number of birds inhabiting the area was significantly reduced."

To gain a better picture of MA's overall effectiveness, Dolbeer also plans to conduct MA testing at airports located near bodies of fresh water, such as Burke Lake Front Airport on Lake Erie in Cleveland, OH.

Dolbeer is hopeful that the DWRC's research over the next 4 years will provide FAA with ecologically sound approaches to resolving bird problems at airports. "We envision a time when birds and their metal counterparts can coexist in the skies together," Dolbeer says. "With our research we hope to make flying safer for both people and birds." ■



Larry Clark applies methyl anthranilate to standing water near runway at JFK airport to test its efficacy as a bird repellent. (APHIS photo by Richard Dolbeer.)

20 Years of Animal Health Protection

By Alan Zagier, Public Information, LPA

Although Veterinary Services (VS) as an APHIS organizational entity started 20 years ago, it was hardly the beginning of animal health protection by the U.S. Department of Agriculture. Even so, VS has come a long way.

"I think a lot more emphasis is placed on training," says VS Associate Deputy Administrator Billy Johnson. "When I first came on board in the 1950's, new vets were given testing kits and literally sent out into the field the next day."

Now, APHIS training like the Public Veterinary Practice Careers (PVPC) program illustrates what VS Director of Operational Support Donald Luchsinger calls "the recognition of the importance of public veterinary medicine by the profession."

The mission of animal disease prevention and eradication was once the responsibility of the Bureau of Animal Industry and, later, the Agricultural Research Service. The creation of APHIS in 1971 marked the ascendance of animal health protection as a program area in its own right.

During the past 20 years, VS has not only enhanced its training methods through programs like PVPC but has sharpened its focus on disease prevention, Johnson says.

Risk Assessment Today

Advances in diagnostic capabilities and new technology have left their mark on the way APHIS operates. The philosophy of total exclusion of disease carriers, exemplified by the screwworm eradication program (see story, p. 5) has given way to technology-based risk assessments that evaluate the potential threat of imported animals and animal products.

"One new VS thrust, animal disease monitoring," Luchsinger says, "is a change in attitude from a narrow focus on disease eradication to a broader focus on animal health."

Of course, VS can reflect upon the past two decades as a period of substantial accomplishments in disease eradication. Outbreaks of hog cholera, screwworm, exotic Newcastle disease, Venezuelan equine encephalitis (VEE), sheep scabies, and a lethal form of Avian influenza were all eradicated during this time. Such efforts have saved livestock and poultry owners millions of dollars.

Preventing the entry of foreign animal diseases through the quarantine of certain imported animals is a major component of the VS mission. The construction of the Harry S Truman Animal Import Center in 1979, a state-of-the-art facility built specifically to handle animals imported from countries with foot-and-mouth disease, has significantly expanded quarantine operations. Other import stations include facilities in Rock Tavern, NY; Inglewood, CA; Miami; and Honolulu.

Readiness

Preparedness for unexpected outbreaks of foreign animal diseases has also greatly improved, Johnson says. The Emergency Programs Information Center was developed after the 1971 outbreak of VEE. Its success demonstrates the advantages of a centralized location to coordinate emergency responses, including field linkups.

An emergency situation also mobilizes the Regional Emergency Animal Disease Eradication Organization (READEO), a team of employees from APHIS and cooperating agencies. The four READEO units, each with VS- and State-appointed codirectors, diagnose and inspect the animals affected by an outbreak.

In addition, the emergency response teams set and enforce regulations against disease spread, control disease vectors, direct vaccination programs, and conduct field epidemiology. Test exercises that simulate exotic disease outbreaks, including this summer's effort in Gainesville, FL, are designed to strengthen the responsiveness of the READEO units.

The tradition of quick and thorough responses to emergency outbreaks is complemented by the need for complete information on the nature of animal diseases. To meet this need, VS established the National Animal Health Monitoring System (NAHMS) in 1983 at Fort Collins, CO.

NAHMS is a data clearinghouse that provides veterinarians and farmers throughout the country with comprehensive information on the extent and costs of livestock and poultry diseases. NAHMS is one more example of how technology is changing the way VS operates.

A glimpse at the hazards of job hunting, 1924-style. (From APHIS VS slide files.)

No. 332
(Amended)

C

UNITED STATES CIVIL SERVICE EXAMINATION

JUNIOR VETERINARIAN, \$1,860
NOVEMBER 5, 1924

The United States Civil Service Commission announces an open competitive examination for junior veterinarian on November 5, 1924, at any of the places listed hereon at which examination is requested in applications received in time to mail examination papers. Vacancies in the Bureau of Animal Industry, Department of Agriculture, for duty in the field, at the salary indicated below, and in positions requiring similar qualifications, at this or higher or lower salaries, will be filled from this examination, unless it is found in the interest of the service to fill any vacancy by reinstatement, transfer, or promotion.

Salary.—The entrance salary for this position in the Bureau of Animal Industry will be \$1,860 a year. Advancement in pay may be made without change in assignment up to \$2,400 a year.

Citizenship and sex.—All citizens of the United States who meet the requirements, both men and women, may enter this examination; appointing officers, however, have the legal right to specify the sex desired in requesting certification of eligibles.

Subjects and weights.—Competitors will be rated on the following subjects, which will have the relative weights indicated:

Subjects	Weights
1. Veterinary anatomy and physiology	25
2. Veterinary pathology and meat inspection	30
3. Theory and practice of veterinary medicine	30
4. Education, training, and experience	15
Total	100

Education.—The applicant must show that he has graduated from a veterinary college of recognized standing or that he is a senior student in such an institution and expects to graduate within six months from the date of the examination. Certification of senior students who attain eligibility will be withheld until they furnish evidence of actual graduation. Diplomas should not be submitted as evidence of graduation; a statement should be submitted, signed by the proper officer of the institution attended, which may be retained in the files of the Commission.



Marilyn Hagemoser, NVSL Training Specialist, sends this photo and notes, "Training has always been a significant part of APHIS' philosophy." Participants in the Jan. 1971 Foreign Animal Diseases (FAD) Training Course were: (top row) G.C. Janney, J.K. Harding, A.T. Eash, C.R. Whiteaker, W.M. Dawkins; (middle row) R.R. Ormiston, B.S. Perryman, D.A. Mitchell, E.L. Church, H.J. Seyffert, T.A. Hawn; (bottom row) W.D. Yoder, A.B. Straton, B.C. Johnson, W.E. Ketter, H.A. McDaniel. Johnson, Ketter, and McDaniel still serve on the VS staff in Headquarters; Ormiston retired last summer.



By 1986, photographs of FAD classes looked like this. Students were, from left, Nora Wineland, VS, and Juan Lubroth and Cheryl French, IS. Donald Luchsinger, then Chief of the Foreign Animal Disease Diagnostic Laboratory in Plum Island, NY, was their instructor.

"It is important to maintain our national presence through such resources," Johnson continues. "We can and should serve as an information coordinator among States."

When asked about the future direction of VS, both Johnson and Luchsinger cite the eradication of brucellosis as a major goal in the coming years. The recent progress of eradication efforts has been nothing short of astounding; Fewer than 700 herds are currently quarantined, compared with over 16,000 as recently as 1975.

"We had that many infected herds in some counties when I first came to APHIS," Luchsinger says.

Twenty-nine States are brucellosis free, and 17 States are in class A status, meaning no more than 0.25 percent of the herds are infected. Only four States are in class B status, which indicates an infection rate no higher than 1.5 percent.

The 1990's and beyond look to be a period of even further growth and improvement for VS. Johnson believes that continued innovation is essential for addressing the often unpredictable nature of animal diseases. He says that increasing health awareness in the general public will lead the way in identifying new programs.

Both Johnson and Luchsinger identify VS' continued interaction with other APHIS program areas as key to an appreciation of where the programs are heading. "It's absolutely mandatory that we do not think of APHIS as 11 separate units," Luchsinger adds. "We are organized along functional lines, but the program areas really operate cross-functionally." ■

Contributions from PPQ

Inside APHIS received numerous donations of memorabilia and commentary from PPQ employees responding to a general call for anniversary material. The following is a

sample of the materials received and by no means represents the full range of PPQ activities during the last 20 years or earlier.

PPQ Employees in the NER

Harry E. Mumma, Jr., Biotechnologist, NER

In 1989 the Northeastern Region of PPQ started a historical/contemporary library at the Moorestown, NJ, location. NER personnel throughout the Region have contributed items, and we are still soliciting appropriate items from our field personnel.

There are currently over 30 items framed and mounted on the wall in our conference room. These displays lend some continuity to present program activities. Viewers are able to visualize program changes and recognize employee performance or unfamiliar activities.

Six photos are from the early days of the gypsy moth and brown tail moth program activities in New England. The photos show clothing and USDA vehicles from the early 1900's. I would love to drive one of these vehicles today! Dress codes were in effect since the beginning of our programs—notice the breeches and boots of the field crews, and the formal attire of the program managers!

Another photo shows the Plant Import Station located at 209 River Street, Hoboken, NJ. The building was constructed as part of the WPA program in the 1930's and was dedicated in 1940. It looks *exactly* the same today. We have been the only occupants of this Federal Building. Plant items offered for import since 1939 have been inspected, fumigated, and treated at this location before entering the USA.

We are proud of our region, its past activities and accomplishments, and hope to share its accomplishments with others.■



These two photographs and those at the bottom on the front cover are among the pictures displayed in the conference room in PPQ's regional offices in Moorestown, NJ. At right, early (1895) efforts to control gypsy moth included burning with a machine called the cyclone burner. Inside believes the unknown photographer "improved" the background of the picture. Although the identity of the field supervisor above is uncertain, it may be John Stockbridge from Greenbridge, MA. Harry E. Mumma, Jr., says that "tie, jacket, and boots" were de rigueur apparel for field supervisors in those days. He also says the "Warning — Arsenical Poison" sign is evidence that APHIS programs "have come a long way."



Aircraft and Equipment Operations' Work Unit History

Harold Maybry, Director, Aircraft and Equipment Operations

During the 1930's to mid-1940's, the Aircraft and Special Equipment Center (as it was named at the time) was located in Greenfield, MA. That group provided equipment services for field programs in the Bureau of Entomology and Plant Quarantine and started USDA's aerial application activity with an auto-gyro aircraft.

In the mid 40's the group was moved to Oklahoma City, OK, to establish and operate a fleet of 20 or more airplanes, some as large as DC-3's. Their job was to apply bran bait for grasshopper control programs.

In 1954 the unit was reduced and was mandated to contract out aerial application activities. The primary responsibilities for the flight activity from that time to the present have been to supervise contracted aerial applicators and to provide support for research and development projects. In late 1954, the group was moved to the Agricultural Research Service (ARS) airport located in Beltsville, MD.

Support for biological control and sterile insect mass production and field distribution activities was added in the mid-1960's. Sterile insect programs are now a major component of some pest control programs.

During the earlier years, the majority of the work evolved around the handling, mixing, and distribution of chemical pesticides. Throughout those years the group was viewed as a world leader in the development of



It Seemed Like a Good Idea at the Time Dept.: In Wilmington, NC, in 1947, the Bureau of Entomology and Plant Quarantine used a N3N-3 biplane to apply DDT to control mosquitoes and white-fringed beetles. The Environmental Protection Agency withdrew registration of DDT in July 1972 for reasons of carcinogenicity, bioaccumulation, and hazard to wildlife. (APHIS photo courtesy of G. G. Rohwer.)

equipment and procedures to support aerial application activities. This work contributed to the design of agricultural aircraft and systems that remain in use today.■

In the Land of the Lilliputians

Frank Larsen, PPQ Officer, Portland, OR
From a report dated Nov. 19, 1974:

The M/V *Montrose* arrived at Weyerhaeuser log dock in Longview, WA, on July 24, 1974. The ship carried a full load of mahogany logs from Muara Pekalong, Indonesia. A part of this load went to Los Angeles, CA. On July 30, Supervisory Inspector Mike Mizelle called to say that *Coptotermes formosanus* (Shiraki), the Formosan termite, was found in the logs inspected at Los Angeles.

All available personnel were detailed to Longview to examine the 1,726 logs offloaded on Weyerhaeuser's 20-acre dock. Termites were found, along with a number of other insects of minor pest significance....

The logs had been put into four ricks, each having a volume of about 350,000 cu. ft. With a little fast mathematics, it was apparent that it would require more than 4 tons of methyl bromide to satisfy treatment schedule T404.

Considering the great size of this fumigation, A.S. Marulli of Methods Development was called for pointers. He felt that we could reduce the number of leads into each of the four piles and still get sufficient and accurate sampling of the gas distribution. With time in mind, this was good to hear....

It was suggested that the piles be reduced to a maximum of 75,000 cu. ft. each. As no barges were

available, the large ricks were simply divided into smaller piles on the asphalt surface. The first of the ricks made seven smaller piles.

A shortage of material, fumigant, and manpower plagued the progress of the first shot. On the 17th of August we had gathered enough methyl bromide and personnel to make the initial fumigation. Three hundred pounds of methyl bromide were used under a tarp made by gluing three 40-ft x 100-ft tarps together with poly-bond.

The wind was just enough to make it next to impossible to handle this huge tarpaulin. Several rips had to be mended. The upright braces intended to hold the tarp off the logs did not have enough padding to avoid many punctures. Even after sand was applied all around the edges of the enclosure, enough air was trapped that the billowing continued....This tarp was used only once.

To correct the problems of the first experience, baled straw was used for padding the upright braces, bags of sand rather than loose sand was applied around the perimeter, the size of the piles were diminished, and tarps were lifted earlier in the day when there was less wind....Other than constant manpower and equipment shortages, all went well but slowly. All Portland AQI personnel had the opportunity to experience supervising a temporary enclosure treatment with methyl bromide.

The fumigation was completed on Sept. 12, with the 23rd individual fumigation. A total of 4,934 pounds of methyl bromide was used in 810,444 cu. ft. of space.■

Plant Quarantine Training, 1961 Style

Anthony Drobnik, OIC, Illinois

Thirty years ago, new hires could opt to be either a Plant Quarantine (PQ) inspector, Port of Entry, or a Plant Pest Control (PPC) domestic program inspector, but candidates for Plant Quarantine jobs had to go to the PQ training center in New York City.

In 1961 starting salary for a GS-5 was \$4,345 per year, and you were on your own to find living accommodations during training. Seasoned GS-9 inspectors with a few years under their belt were making \$6,400 per year!—Good bucks in those days.

Training consisted of 3 months in the classroom at 641 Washington St. and 3 months on-the-job doing everything from aircraft and baggage inspection at Idlewild (now JFK) Airport to vessel and baggage inspection at the North River and Hoboken piers. Cargo clearance was especially interesting because the port of New York had one of everything coming in. It indeed was the best possible place to cut your teeth and gain experience.

We were the 14th class to graduate [Jan. 1962]. A group of six to eight of us lived in a house in Brooklyn off Flatbush Avenue, which many members of previous classes had also shared. The landlady lived downstairs with a couple of kids and rented rooms upstairs. It was home! A lot of lessons were learned there, and a lot of good people passed through those portals.

Let me take you through a typical day:

We started with the subway entrance at Flatbush & 29th St. We exited in Manhattan at Christopher St. & 7th Ave. Across the street from the training center was the Cathedral bar, where a lot of labor-management agreements were reached after hours!

The classroom overlooked the south part of the North River docks, where fruit and vegetable vessels arrived. The ship passenger-baggage inspection area was bone-chilling cold in the winter and broiling hot in the summer! We used to go away with a dozen or so burlap bags filled with quarantine material interceptions.

As I look back it was a wonder no one got run down by a forklift or two in the cargo inspection areas. We were, for the most part, smalltown greenhorns just amazed at the volume and diversity of the cargo. You



The Four Freshmen? No—Plant Quarantine trainees, 1961 style, waiting for the subway after a day of classes at the Plant Quarantine Training Center in New York City. Tony Drobnik is the tall one in the middle. Right of center is Eugene Ziegler, who was a PPQ Officer in Cleveland, OH, and retired in 1990; trainees on extreme right and left did not stay with Plant Quarantine. (APHIS photo by Frank Madinger, who became an identifier in Honolulu and retired in 1990.)

learned fast to get along with the longshoremen or you didn't get any help at all.

The 6 months were tough but we learned a lot about the job and also about surviving. If you made it out of there you could make it anywhere.■

Before Hot Water, Irradiation

Helena Gomez, (currently) OIC
Port of Corpus Christi, TX

Enclosed is a brief description from 1986 of an event that is the one and only ever to be done in U.S. history. The United States uses gamma irradiation for other purposes, but not for food import treatment. This procedure is not approved by Methods Development; that's why it is not done commercially.

"The Commonwealth of Puerto Rico celebrated its first Caribbean Basin Regional conference during the week of Sept. 3-7, 1986. I was selected to represent PPQ and the Port of San Juan. Approximately 900 attended the conference, representing 21 Caribbean countries plus the United States, Canada, and various South and Central American countries.

"As part of the last-day activities attendees visited the first gamma irradiation treatment of fruit in Puerto Rico, where I supervised and certified 480 boxes of mangos for export to Florida. During this procedure I supervised the treatment to assure that the dosimeters were at the recommended level of radiation, as per instructions from FDA and Methods Development. After the actual irradiation, I supervised the safeguarding of the treated fruit to prevent reinfestation. All shipping containers were sealed, and certification was prepared to accompany the shipment. The whole operation lasted about 17 hours."■

Irradiation as a food treatment was so controversial that it rated coverage in Time magazine. The current preferred treatment for mangos imported from these regions is the hot-water dip, which is more economical than irradiation.—ed.

PPQ Today

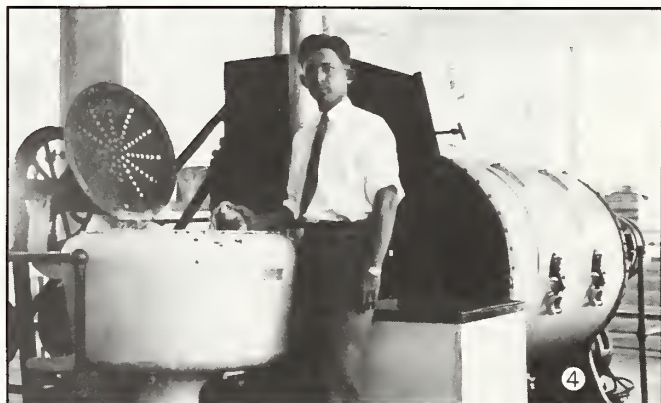
Jackpot Once Again Hobnobs With the Rich and Famous—as he accepts heart-felt adoration from Tony-award-winner Betty Buckley, spokesperson for the Animal Medical Center of New York, in their annual Heart of Gold Awards ceremony in October. The awards go to outstanding representatives of the canine and feline species, "whose intelligence and devotion make life better for the people they touch." The awards also go to their owners, who helped bring these four-footed friends to public notice. Jackpot and K-9 Officer Hal Fingerman accepted the award for all members of the APHIS Beagle Brigade and PPQ Officers. APHIS was honored, according to Buckley, for "adapting [the dogs'] natural hunting instinct to protect the foods that nourish America." Buckley found Jackpot to be both intelligent and "charmingly good-looking." (APHIS photo by Laura Smith.)



Frances Jowyk, PPQ Officer from Fairmount, NC, was on temporary duty inspecting Unshu oranges in Wakayama, Japan, in Nov. 1990. "During my stay in Japan I found the Japanese people to be some of the warmest, most courteous people I have ever met. While in Japan representing APHIS, I was [in news stories] on national television and in five national newspapers. It was a great pleasure to represent our agency and our country in such a beautiful part of the world." (Photo courtesy of Frances Jowyk.)



PPQ in History



Bea Thompson of PPQ's South Central Regional office in Brownsville, TX, sent a box of old photos, many of which had been carefully annotated.

(1) Pink bollworm was first found near Beaumont, TX, in 1917, triggering a major cleanup effort. "Local labor was insufficient," one caption explains, "therefore it was necessary to organize laborers from other localities." The temporary camp set up as living quarters for laborers was called "Camp Hunter" after W.D. Hunter, the Federal Horticultural Board scientist who had been sent from Washington, DC, to head the cleanup.

(2) "Dr. W.D. Hunter and H.C. Millender at lunch in an arroyo near Aura, Coah., Mexico, en route to Torreon, 1919."

(3) "Our plane on the Anahuac [Texas] landing field, showing water on the ground six days after rain." So says William Tillisch (right) who, with H.S. Hensley, was scouting for pink bollworm in July 1919 near Laredo, TX. A month later, Tillisch and another employee died when their plane went down near Eagle Pass.

(4) F.I. Jeffrey places a bag of green cotton bolls in centrifuge to remove excess water.

(5) In 1931, San Antonio was the location of the Pink Bollworm project's seed inspection laboratory. Centrifuged seed were imbedded in blocks of paraffin that were later sliced thin for seed inspection (left) by W.T. Gurley, K.R. Elliott, J.S. Wilson, and J.L. Wood.

(6) In March 1940, just a quarter mile west of Pontchartrain Blvd., New Orleans, LA, WPA laborers clear a cypress stump of myrtle and briars in an effort to control white-fringed beetles.

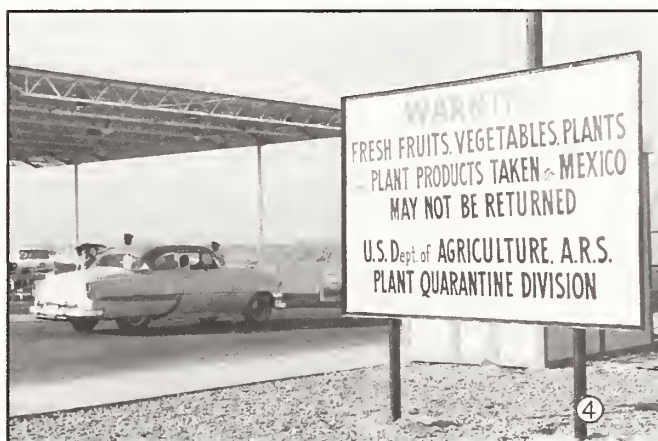


PPQ in History



(1) The Customs inspection station in Nogales, AZ, Independence Day, 1945. Plant Quarantine Inspectors Paul X. Peltier (left) and Warren R. Suddeth inspect cantaloupes.

Quarantine lines, then and then: Model T's and Model A's (2) line up to pass through quarantine inspection at San Ysidro, CA, circa 1920. USDA warning banner for Mexico-bound tourists was provided "Courtesy Shell Company of California." By 1939 (3), San Ysidro is busier; sign probably identifies Bureau of Entomology and Plant Quarantine. (4) In 1959 ARS is the entity supplying the warning at El Paso, TX.



New-Age Scarecrows

By Beth Hulse, Executive Correspondence, LPA

A slight breeze tugs at the arms of a dusty, denim-clad scarecrow, gently waving them in a shooing motion. Unimpressed, a hearty crow settles onto the shoulder of the straw-stuffed guardian and hungrily eyes the farmer's crop....

It is estimated that birds cause \$100 million in losses to U.S. agriculture each year. Despite these tremendous losses, very few options are available for deterring the costly pests from crops and farmland.

Some producers try in vain to scare birds away with tinfoil contraptions, makeshift scarecrows, and frightening devices. But many still favor quick results, relying on good aim with a loaded shotgun to solve their bird problems.

Thanks to APHIS Research Psychologist Russell Mason and Physiologist/Zoologist Larry Clark, farmers may soon have a superior solution to their bird-damage blues. These Denver Wildlife Research Center (DWRC) scientists, working out of the University of Pennsylvania's Monell Chemical Senses Center in Philadelphia, are part of a team filing for a patent on recently developed, nonlethal chemical bird repellants. They were aided in their search for nonlethal deterrents by Panka Shah, Monell's analytical/synthetic chemist.

Getting the Goods on Pain

To select chemicals for the research, the team first created a molecular model that could predict substances that might effectively deter birds.

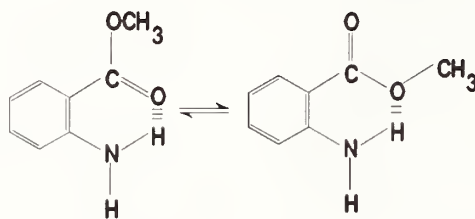
They focused their research efforts on chemicals already approved as human food additives by the Food and Drug Administration. Their goal was to develop repellants that would control birds but not threaten human health or the environment.

Mason and Clark found that testing the effectiveness of the chemicals predicted by the model wasn't always easy. How do you tell if a bird dislikes a chemical?

"You have to remember," says Mason, "that, unlike humans, birds and other animals can't simply tell you what they are thinking. We

have to make them act in a way—such as altering their posture or behavior—that shows us whether they are attracted or repelled by a substance.

"We discovered that there were certain chemicals that directly stimulated birds' pain receptors," he says. "They caused a modified



The chemical structure of methyl anthranilate, in the two structural forms it can take.

level of chemical pain."

Chemical pain? you may ask. Humans feel pain in a variety of ways and in different degrees of intensity. There is physical pain, such as slamming a door on your finger, and mental anguish, such as grief over a lost loved one.

But chemical pain? According to Mason, certain chemical substances are known to stimulate pain receptors in the nervous system—hence, chemical pain.

"A low level of chemical pain or chemical stimuli is tolerable for most humans and sometimes even pleasurable—if the resulting reflex responses are mediated," Mason explains. "Take cigarettes, for example. When a person inhales a cigarette, the nicotine causes a rush or chemical 'bite' that initiates almost pleasurable reflex responses." The cigarette example also shows that chemical pain can be addictive as well as pleasurable.

Although he uses the term pain to describe the response a bird has to repellants, Mason says birds do not actually feel pain as we know it but rather a negative chemical reaction. He also says that chemical pain occurs on many different levels and that birds process stimuli very differently than humans do.

Mason also says that birds have a much higher tolerance for

chemical pain than humans. He cites capsaicin, the "hot" in jalapeno peppers, as a prime example. "Compared to birds, human's tolerance for capsaicin is low. There are 20 parts per million (ppm) of capsaicin in one jalapeno pepper. Birds, surprisingly, can consume upwards of 20,000 ppm of capsaicin without any effect."

Mustard oil, a primary component of tear gas, is another substance that is literally undetectable by birds, according to Mason.

Don't Try This at Home

According to Mason, Grape Nehi, chewing gum, sunscreen, and saccharin are bound together by more than their commercial value. These products contain significant amounts of methyl anthranilate (MA), a naturally occurring substance commonly used as a grape flavor additive.

Mason and his team have successfully tested MA as an avian deterrent. All birds they have tested to date have had an aversion to MA.

"Birds respond very negatively to MA. In addition to its offensive taste, the smell of MA apparently resembles a substance used by weasels to mark their territories—so it may smell like a predator to birds.

"Most people don't realize that many birds have an acute sense of smell and use odor to distinguish food," Mason says. "We have found that birds consistently avoid areas that have been treated or sprayed with MA.

"More importantly, because birds cannot adapt to chemical pain, there is no chance of MA becoming ineffective after a period of use."

In developing methods for applying their bird repellants, Mason and Clark felt it was important to consider the way in which the repellants affected all bird species. Because different bird species respond to different exposures of repellants, the DWRC team tailored their application methods to certain species.

For instance, DWRC scientists believe that geese best respond to MA that has been encapsulated.

"With this technique, the repellants are in the form of microbeads that release MA only



Russ Mason holds a dove amidst dendrobium orchids in Hawaii. In 1990 DWRC scientists applied methyl anthranilate and two other substances to orchids in shade houses to test the chemicals' effectiveness as bird repellants. (APHIS Photo by John Cummings.)

when geese bite and crush the beads," Mason says. He compares the bursting release of the encapsulated repellant to the opening of an orange soda.

An orange soda? "Yes," explains Mason. "The carbonated bubbles in the soda activate the orange flavor beads when the bottle is opened, creating a burst of orange flavor. It's the same general process."

Marketing Strategy

Currently, there are no effective nonlethal chemical bird repellants registered for use with the Environmental Protection Agency (EPA). According to Mason, the process of registering a chemical can be financially strapping, especially in the traditionally small market of vertebrate control materials such as repellants. Therefore, Mason and Clark are concentrating their marketing efforts on chemical companies—ones, they think, with the most to gain from registration of the repellants.

The two researchers are working with these chemical companies to bird-proof pelleted agricultural chemicals and pesticide-treated seeds. These products account for nearly 75 percent of the agricultural chemical market, and EPA is considering banning them unless bird consumption can be prevented.

Mason and Clark are also working with PMC Specialties Group, the world's largest supplier

of MA and the sole supplier in the United States. They are attempting to register MA with EPA as a repellant for use in standing water at airports and at garbage dumps (see story, page 7). MA, as it turns out, can be used as a synthetic substitute for sodium saccharin, which is PMC's primary bulk product.

Once registered, the new repellants will likely be valuable aids for APHIS' efforts to control bird damage nonlethally. Ultimately, individual farmers with livestock feed to protect may also use the repellants.

Bird Seed or Livestock Feed?

Protection of animal feed is yet another potential market that Mason and Clark are exploring. "Starlings are a big problem for livestock farmers in the Southeast and the West," reports Mason. "These birds thrive on high-protein foods and are only too happy to snack on a farmer's livestock feed."

Farmers need also be wary of birds for veterinary reasons. "Birds are vectors of serious diseases, such as avian influenza and swine gastroenteritis," he says. "Farmers understandably don't want diseases transmitted to their livestock."

The research team thinks producers can mix the repellants with animal feed to control bird damage. Mason's marketing plans include getting livestock feed companies interested in the repellants.

Mason's and Clark's marketing strategy appears to be moving full-steam ahead, and they expect the

(continued on page 19)

DWRC Shoots for a Birdie

By Beth Hulse

If a golfer says he's experiencing bird problems while out on the course, you might think he's bemoaning a missed birdie opportunity. However, because bird nuisances are increasing rapidly on many courses, it is likely that the golfer means he is literally being overrun by the feathered phenomena.

Canada geese are a problem for golf courses because they love to graze grass. Their presence has become such a problem on some courses that the United Golf Association has funded an APHIS research project. DWRC wildlife biologist John Cummings in Denver is developing bird repellants that will effectively deter the geese from golf course greens and fairways.

According to Cummings, "The greens at the average golf course can cost anywhere from \$25,000 to \$50,000 to replace. For obvious reasons, golf clubs want to prevent depredation."

So far, Cummings has conducted field tests on 5 golf courses in Colorado, spraying about 2 to 5 acres at each course with DRC 156, a chemical repellant for which DWRC has filed a patent. "In addition to being a taste repellant, DRC 156 also causes birds to become sick if ingested," says Cummings.

"We've had a lot of success with this method," he says. "The repellant has made the geese move from the greens to other less valuable areas of the golf course." As a result of the successful field tests with DRC 156, Cummings also foresees agricultural use of the repellant to deter birds from crops and farmland.



New-Age continued from page 17

bird repellent patent to be approved sometime within the next 2 years.

Just think. One day soon, while browsing in your local garden store, you may stumble upon DWRC's bird repellents crowding the shelves.

...Unable to wait any longer, the crow swoops from its perch into the neat rows of corn and plucks the plump kernels from the husk. Triumphantly, the bird returns to the scarecrow, flaunting his foraging skills. Suddenly, the crow drops the kernels and squawks, "That Mason! How's a crow supposed to get a decent meal these days?" ■

Damage to the engine of a Boeing 747 from a wayward Canada goose. Damage can vary depending on size of bird, speed of airplane, and location of strike; birds that hit even one engine blade can cause a domino effect that destroys all the blades. JFK employs eight people full time to minimize damage at the airport. They patrol the runways with trucks equipped with distress call mechanisms, shell crackers, and propane cannons to drive off birds. They also log information on the birds they recover so they have detailed statistics on bird damage at JFK. (APHIS photo by Richard Dolbeer.)

These are No Dodos

By Beth Hulse

Dogs can be taught to fetch; horses can be taught to count; dolphins can be taught to entertain. Can birds be taught to do anything?

It may seem farfetched, but according to Michael Avery, Supervisory Wildlife Biologist at the DWRC's field station in Gainesville, FL, birds can be trained and actually learn quickly—if they are given significant motivation.

Avery has been studying depredation to determine whether ravens and crows can be taught not to eat other birds' eggs. He hopes to apply his teaching techniques to ravens that are currently threatening the populations of the endangered California least tern at Camp Pendleton Marine Base. Avery's research is part of a 3-year DWRC project funded by the U.S. Navy to develop means to control raven depredation at Camp Pendleton.

Because tern eggs are a favorite delicacy of ravens, it is difficult to teach the birds not to eat them. "The problem we are faced with," says Avery,

"is undoing the raven's historical preference for eating bird eggs. As we all know, things that are good to eat are hard to give up."

To alter the ravens' eating behavior, Avery presented the birds with quail eggs spiked with methiocarb, an insecticide that birds have difficulty ingesting. "After eating only bad eggs, the ravens become conditioned against eating eggs altogether," explains Avery.

Although it may seem easier to remove the ravens than teach them, in this case, removing the birds won't necessarily solve the problem. "Ravens are territorial birds that instinctively defend their living areas from other birds," says Avery. "If the problem ravens were removed, other birds would immediately move in and start eating the tern eggs."

"We are hoping that by teaching the ravens not to eat the eggs, we can resolve the depredation problems and prevent other birds from entering the area as well."

The results of the field trials at Camp Pendleton have been encouraging," Avery says. "We are currently discussing the possibility of conducting field tests on the actual tern colonies by 1992."

Letters to the Editor continued from p. 3.

have more requests for assistance than ever before from old clients, new clients, and even new States indicates that the approach is successful without impacting the species.

The second statement was that the coyotes killed are mostly young and less intelligent, while the crafty old coyotes survive to produce a new, even smarter generation. In nature the young of a population do usually represent a larger percentage of mortality because there are more of that age class and they are more vulnerable. However, in damage management, success should not be measured by numbers of animals taken but by whether or not the damage is resolved. If the old coyotes are doing the killing, then efforts should be expended towards changing that pattern. Most often the killing goes on in spite of many nonlethal [control] methods in practice, so we have to take further action. It would be nice if we could reason with old Wily, but I haven't found any willing to negotiate!

Your statement referring to ADC's "indiscriminate methods are a severe hazard to many endangered species" is just plain false. Control methods are used by the APHIS ADC program are as selective as possible. No species has ever been endangered by this program. When we are working within the range of an endangered species, we consult the Fish and Wildlife Service's Endangered Species Program to prevent any conflicts. In fact, the ADC program provides assistance to the Endangered Species Program by providing protection for the whooping crane, Atwater's prairie chicken, red wolf, Aleutian Canada goose, and others.

Finally, your last statement about new innovative methods is just very naive. The ADC program spends approximately 25 percent of its budget on research. We are having some successes, but new methods are no panacea in themselves. The best plan is an integrated approach utilizing the tools which apply to a given situation. Many new and

neat approaches have very limited applications; and, as I have already stated above, many times nonlethal methods are in effect but not enough to resolve the damage.

Guard animals can and do play an important role and we do use them. But on the other side of the coin I have had to work many properties where guard animals were not enough.

Well, John, it is easy to bash ADC, but I am here to tell you that I take great pride in our work. I am confident that you would change your attitude, if you could just walk a mile in our shoes!

Sincerely,

Rod Krischke, District Supervisor
Portland, OR

Mr. Krischke's letter is one of several able defenses that ADC employees sent to Inside APHIS in response to a letter to the editor in the July 1991 issue (which was itself a response to an opinion piece by an ADC employee in the Dec. 1990 issue). —ed.

TO: Editor, Inside APHIS:
Subject: In Loving Memory of
Frances Krim

I, like many other coworkers of Fran Krim, was deeply saddened by her recent death. Fran underwent surgery 7-8 years ago for breast cancer. After 5 years passed we thought she was out of danger. However, the cancer reappeared in her liver and pancreas and was the ultimate cause of her death.

During her years working in PPQ, Fran became a legend. She was one of the most beloved employees our Agency ever produced. Fran started her career as a GS-3 clerk and worked her way up to become a teacher's aid in the Plant Quarantine Training Center in New York City. It was there that most of us first met her.

In those days all new Plant Quarantine officer recruits had to spend their first 6 months on the job at the training center. New employees came from all over the country, including Hawaii and Puerto Rico, for their training. These were people living away from home in temporary quarters in a very large city. Often they had

personal problems, were lonely, needed help with their class work, were overwhelmed by the city, or all of the above. There were in need of a friend.

In Fran Krim's own inimitable way, she did her best to assist each and every one of us that passed through the training center. Our problems became her problems; our concerns became hers. She helped us through an often difficult period of time. She was not only a very competent, kind, and compassionate teacher, she was much more. She assisted in solving our problems, gave us a shoulder to lean on, and became a good friend to each of us. She virtually became a mother away from home for all Plant Quarantine officers as they passed through the training center before being assigned to their port.

Fran continued to work her way up the PPQ ladder. She broke new ground when she was promoted to be the first female PPQ officer ever in the Port of New York. Finally, she was promoted to become the agency's first female insect identifier; she was assigned to the Hoboken Inspection Station, where

she worked for me the last several years before she retired.

During her time at the inspection station, Fran became an expert entomologist and as always was just a delight to work with. The training center, which moved first to Battle Creek, MI, and then Frederick, MD, called her from time to time to help out on TDY. Nothing delighted her more than these opportunities to aid our new trainees.

As a result of Fran's very special personality, employees throughout APHIS thought the world of her. I believe that all of us who knew her felt privileged to have been her coworker.

In Fran's death APHIS has lost an exceptional ex-employee and a wonderful ambassador for our work. Individually, we all have lost a very special friend. However, if I know Fran Krim, she is now in heaven and working very hard to make our way there a little easier.

God bless you, Fran. We love you always.

Carl T. Henningson, OIC
Hoboken Inspection Station

BBEP Looks at the Future Visionary

By Jane Montgomery, *Environmental Analysis and Documentation*, BBEP

When it comes to being a program director, Terry Medley is a visionary.

"We must prepare for the future so that we can be proactive and not reactive," Medley says. "We need to assimilate as much information as possible so that we can assess and meet the rapidly expanding needs and demands of the future."

Based upon information available now, a few definite trends about the future are clear, according to Medley.

"What will it take to feed the world's population by the year 2020? We expect the population to double within the next 30-40 years. There will be less land for growing crops and a greater need for efficient food production.

"These considerations are pressing," he says. "Biotechnology can make a significant contribution to feeding the world of the future. But we must start to prepare now."

In the Future: Technology Transfer for Open Trade

In Medley's vision, international trade will undoubtedly increase. The recent changes in the Soviet Union and Eastern Europe, coupled with a consolidated European Community (EC) in 1992, will propel the expansion of trade with that part of the world.

"We can assure safety and protect the environment," Medley says, "while preventing any unnecessary regulations that hamper the transfer of American biotechnology products into foreign markets and the free flow of this technology to the agricultural producer. Efficient and safe technology transfer is a benefit to everyone."

Medley thinks that APHIS, working through appropriate channels, must play a leading role in this global process. "In such an initiative APHIS would work to assure internationally consistent regulations for the field testing, movement, and importation of the products of biotechnology," he says.

APHIS has begun this process in its work with the Organization for Economic Cooperation and Development (OECD), an

international group made up of members from 26 industrial countries which include the United States, Canada, the European nations, and Japan. OECD fosters the nondiscriminatory expansion of world trade.

In its work with OECD, BBEP has been part of the U.S. delegation to the Group of National Experts on Safety in Biotechnology. This association has led to BBEP's active role in the preparation of an international document on good developmental practices for safe small-scale field testing of genetically modified plants and microorganisms. BBEP also has been involved with an OECD working group on larger scale field releases and has updated a guide for the use of low-risk microorganisms for safe industrial production.

In a different arena, BBEP has met with representatives from the EC to discuss the scientific bases for biotechnology regulation. With the Environmental Protection Agency, APHIS has attended U.S.-EC "environmental bilateral" discussions on mutual acceptance

of data from various types of testing procedures. These discussions, coordinated directly by the State Department, are intended to reduce trade barriers to biotechnology.

To further the international harmonization of biotechnology regulations, BBEP has participated in numerous international conferences. Staff members have represented APHIS at conferences sponsored by such organizations as the Inter-American Institute for Cooperation on Agriculture, the World Health Organization, the International Office of Epizootics, the World Veterinary Congress, and several United Nations agencies.

"In explaining U.S. regulatory programs on biotechnology, APHIS has had contact with many foreign countries," Medley explains. "We've always been in the lead as one of the first major governmental agencies to develop regulations for agricultural biotechnology products. Regulators from States and from other countries have even used our biotechnology regulations as prototypes while developing their own. They seek APHIS' expertise."

USDA's Biotechnology Time Line

- 1982** APHIS licenses bacterin, its first genetically engineered product.
- 1985** The Secretary of Agriculture gives APHIS the responsibility for coordinating USDA's biotechnology regulatory activities.
- 1985** The first field test of a licensed product, a live genetically engineered pseudorabies experimental vaccine, is conducted. This subsequently becomes the first licensed live recombinant vaccine product.
- 1987** APHIS becomes the first Federal agency to publish regulations of biotechnology under the interagency Coordinated Framework for Regulation of Biotechnology. APHIS is still the only agency to have issued biotechnology regulations under the Coordinated Framework.
- 1988** APHIS establishes BBEP.
- 1991** As of November 25, 1991, APHIS has issued 188 permits for field tests of genetically modified plants and microorganisms. APHIS has issued more permits for field testing of genetically engineered plants and microorganisms than any other government agency in the world.

In the Future: Biotechnology Expansion

Medley also predicts the tremendous expansion of biotechnology. *Consulting Resources* states that in 1989, U.S. sales of agricultural biotechnology products totaled \$50 million. By the year 2000, this same source predicts sales of these products will reach \$2.1 billion—a 40-fold increase in 10 years.

"Will we be prepared for this explosion?" Medley asks. "Will APHIS, as a regulatory agency, be ready to deal with it? BBEP's present staff is adequate to handle the current number of biotechnology permit applications, but with the number of applications doubling each year, we must be ready for an ever increasing workload. In order to effectively manage the workload, we'll have to find ways to streamline our procedures and reviews.

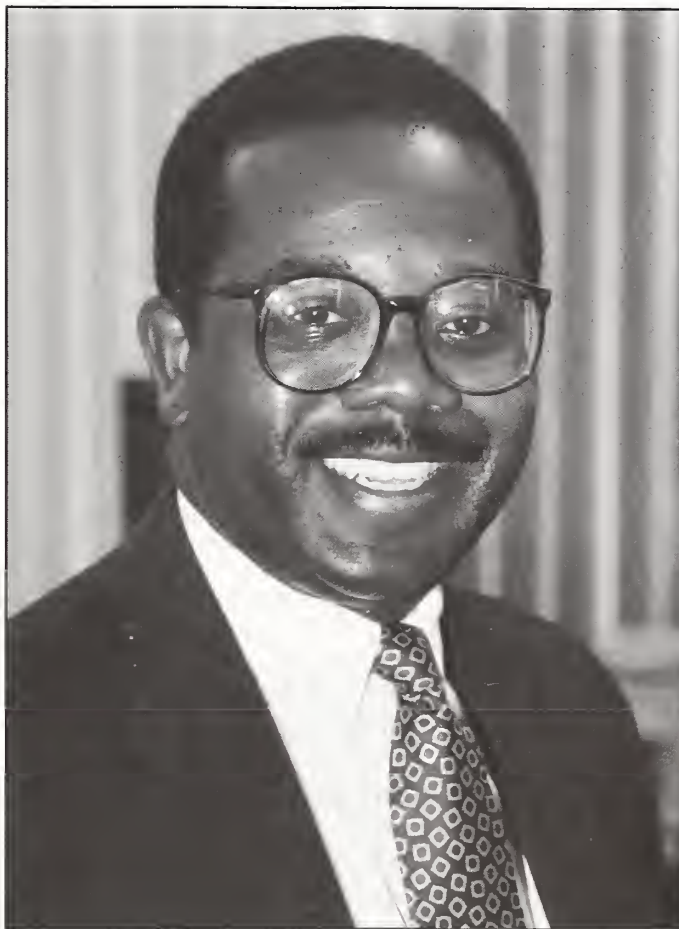
"Also, to respond to environmental concerns and to assure improved stewardship of our environment," he says, "we will need greater resources for environmental analyses.

"APHIS is already a world leader in biotechnology regulations. We've issued more permits for field testing of genetically engineered plants and microorganisms than any other government agency in the world. Moreover, APHIS is the only agency in the world to issue commercial licenses for recombinant veterinary biological vaccine products.

"These are critical years in the development of a new generation of biotechnology products," Medley says. "We have made admirable progress, and through cooperation and international exchanges, we can continue to make progress in this vital area.

"I am very excited about the future of biotechnology," Medley concludes. "It is truly a scientific revolution; and, as a result, we are on the cutting edge of an agricultural revolution. APHIS employees should take pride in the fact that they are playing a crucial role in the safe transfer of technologies that may solve some of the world's many problems."

His words reflect one of his favorite quotes from Emerson, "Nothing good ever happens without enthusiasm." Terry Medley is propelling his staff into the future with his enthusiasm for the field of biotechnology.■



Terry Medley remarks about his position as BBEP Director: "If I could write a perfect job description for myself, it would be the one I have." Medley was graduated cum laude from Amherst College in 1974 and received a J.D. from the University of Virginia School of Law in 1977. He immediately started working with USDA's Office of the General Counsel. In 1984 he drafted the Department's first policy statement on biotechnology and assisted with the interagency Federal effort that culminated in the 1986 final policy statement entitled "Coordinated Framework for Regulation of Biotechnology." In 1987 Medley moved to APHIS as Director of the Biotechnology and Environmental Coordination staff. He was an author of the 1987 USDA regulations on genetically engineered organisms that may be plant pests, which were the first final regulations issued under the Coordinated Framework. In 1989 Medley received USDA's Superior Service Award for outstanding leadership in developing and implementing biotechnology regulatory policy for the Department. In the international arena, he represents USDA's Marketing and Inspection Services at the Organization for Economic Cooperation and Development (OECD) meetings of national experts on safety in biotechnology. (APHIS photo by Kevin Conner.)



Total Quality for Total Safety

Does your job sometimes give you a headache?

Everyone's does, every now and again. But in an agency with as many diverse and potentially dangerous activities as APHIS has, headaches are the least of our safety and health worries.

Think of the threats posed every day to those of us who work in the field doing Animal Damage Control activities. Or to those of us who work long hours in airports clearing cargo and passengers, never knowing what the next bag could contain—sometimes even used hypodermic needles.

Suddenly a desk job looks pretty tame, doesn't it? But there are health and safety concerns all around you, too. Think about the ventilation in the building you're sitting in and the ergonomic conditions surrounding your computer. Think about the things that are so important to all of us—stress management, physical fitness, good nutritional habits.

In the increasingly health-conscious world we live in, more is being learned every day about threats in our workaday world. In fact, so much is being learned, it's difficult to keep up with it.

That's why APHIS' safety and health councils and Collateral Duty Safety and Health Officers (CDSHO) are important to all of our lives. The councils are charged with identifying safety and health problems within the APHIS community and seeing to it that the problems are corrected. The CDSHO are key to policy implementation. Together, the councils and the CDSHO develop, recommend, and implement agency safety and health policy; keep abreast of concerns voiced by employees and our cooperators; and bring safety and health issues to the attention of APHIS managers at all levels, including the Administrator.

Thanks to the efforts of the councils, CDSHO, and all APHIS employees who pursue safety throughout the workplace, the agency saw a 40-percent reduction in workers compensation claims from 1989 to 1990, resulting in savings of more than \$800,000.

That is just one reason why the agency has been recognized by USDA for having, in the words of Associate Deputy Secretary Charles R. Hilty, "one of the most successful safety and health programs in the USDA." In a letter of appreciation, Hilty praised the APHIS safety program as a leader within the Department and the entire Federal sector.



The technology of safety, mid-20th century.

How can we maintain and even improve upon this kind of success? The first step is to understand that safety and health is an integral part of our business and must be actively managed. It is incumbent upon APHIS managers to realize that safety is a function of quality management.

And in today's APHIS, quality management means involving people at all levels. That's where all employees come in.

Through the application of total quality management principles, the safety program is moving into the 1990's with a focus on continuous, long-term improvement and the full involvement of the entire workforce.

A quality safety program can be maintained only with individual employees' help. After all, the safety and health councils and APHIS management can set safety standards, but those standards don't mean a thing without employee participation.

Safety "happens" when people believe that work-related injuries and illnesses are preventable and lend their skills to problem-solving and promoting awareness. Safety is already happening in APHIS, but there is always room for improvement.

So what can you do? From something as mundane as remembering to lift with the knees to something as fun as organizing a group walk outdoors at lunchtime, you can do your part to promote safety and health. If you have ideas for guest speakers on safety or health issues or if you read an article about carpal-tunnel syndrome or the importance of ergonomic design in office furniture, share these things with your boss, your coworkers, and your safety and health representative. APHIS will be a better place for it.

What we need is attitude, a recognition that safety in APHIS is a tripartite responsibility, shared among your safety and health council representatives, your boss, and you.

What we mean by attitude, elaborates Administrator Robert Melland, is for every employee to have "a sense of significance and importance, and then an application of it. We need to have a sense of urgency—the sense that 'If it's worth doing, it's worth doing well, and it's worth doing well NOW.'"

—Ken Johnson, Chief
Property and Safety Management,
MSD, M&B

Help! There's a 50-Pound Rat in My Backyard!

By David Choo, Executive Correspondence, LPA

Most city folk are never exposed to wildlife more threatening than the menagerie of animals on television documentaries or Disney movies. We don't mind spending an evening with a wildlife biologist and a beach full of elephant seals—or "Charlie the Cross-eyed Cougar."

But sharing a backyard with an occasional raccoon or opossum? Not likely! To some, the idea of living amongst wildlife is as strange and archaic as driving a covered wagon to the office or baking a cake from scratch.

The sight of a mammal that doesn't answer to "Fluffy" or isn't registered with the American Kennel Club can strike sheer terror in the heart of even the most jaded homeowner.

Fueled by fears of contracting diseases such as rabies and plague and equipped with the contents of their tool sheds and bathroom cabinets, many homeowners have taken it upon themselves to become animal control specialists.

"The problem is that you have people who have very little knowledge about wildlife trying to solve these problems," says Bill Clay, the director of ADC's Operational Support Staff. "These people may actually make the situation worse and cause unnecessary suffering to the animals."

Urban Commandos

According to a recent *Washington Post* article, one suburban Maryland woman lit a fire in her fireplace in an effort to smoke out a raccoon in the chimney. She watched in horror as the animal plummeted through the flue and ran ablaze through her home, setting fires along the way.

Another Washington homeowner found a raccoon in his trash can. He tied down the lid and persuaded the garbage collectors to run the animal through their truck's compactor.

Although these incidents are extreme, Clay believes that they are not all that uncommon. He started his career with the Texas ADC program as an urban wildlife damage specialist responsible for the San Antonio metropolitan area, and he's been witness to many such incidents.

"When some people have a problem, they'll go to extremes to solve it," says Clay. "Unwittingly, they may do some very cruel things."

"Much of the job of an urban specialist is spent educating people. They think that cities and suburbs have pushed wildlife far away into the countryside."

"They don't realize that often when you destroy one type of habitat, you create another one. Raccoons and squirrels are forced to trade hollow trees for attics and chimneys, while skunks and opossums may trade burrows for woodpiles or areas under houses."

On many occasions Clay has offered advice on how to raccoon- and opossum-proof a house. He believes that common sense and a cool head can get you a lot further than any homemade animal control device.

By doing such simple things as properly fastening trash cans, removing uneaten pet food, and sealing off openings to their houses, homeowners can greatly reduce their chances of a wildlife encounter in the first place.

Wildlife Hotline

In fact, many wildlife problems can be easily solved over the phone. The ADC program, through a cooperative effort with the State of Maryland, has established a toll-free number to offer assistance to frazzled homeowners in that State.

ADC and State officials had no idea what was in store for them. Their toll-free number has become a wildlife hotline. Les Terry, ADC State Director in Annapolis, received from 500 to 900 calls a month during the summer and had as many as 60 calls in one day.

"Answering phones became a full-time job for two people," says Terry.

Terry believes that about 95 percent of the wildlife problem calls that he receives are easily solved by simply explaining a little wildlife biology.

"Some people call us up, hysterical and out of breath," he says. "Many of these people are worried that wild animals might harm their children."



Maryland ADC State Supervisor Les Terry and Secretary Tharen Skjeveland (front), with the help of a summer employee, handled 500-900 calls per month this summer with the wildlife toll-free number. (APHIS photo by Peggy Adams.)

"First, I try to calm them down," Terry explains. "Then I reason with them. Wild animals want little to do with people. Just because you see a raccoon wandering around during the day doesn't mean it's going to attack you. It's doing what raccoons do."

Terry once received a call from a woman who said that she saw a raccoon wandering near a bus stop. She warned Terry that a schoolbus would be by in 15 minutes and the raccoon would attack the children as they piled out of the bus.

He assured her that the raccoon had no interest in the children and it would probably wander off in the next 15 minutes. It did.

"On the other hand, if we get a call from someone who has seen a dazed animal that doesn't seem afraid of humans, we contact the State animal control specialist," says Terry. "Chances are that animal is rabid. We have a significant problem with rabies in Maryland."

"We receive calls about nearly every animal-related problem imaginable, from rodent trouble to abandoned pets and injured

wildlife," Terry says. "We have a list of local and State officials, animal shelters, and wildlife rehabilitators that we refer people to.

"However, the majority of our calls involve people just trying to deal with the wildlife around them."

Terry received a call from a woman who had recently moved to a farm on Maryland's Eastern Shore. She told Terry that she was fed up with the wildlife that surrounded her and she couldn't wait to return to the safety and predictability of her hometown. She was from New York City.

"Many people believe that animals shouldn't be anywhere near a city or suburb," says Terry. "The fact is that certain animals have learned to live with humans. I think once in a while humans should try and extend the same courtesy."

After you've answered as many requests for assistance as have veterans like Bill Clay and Les Terry, nothing sounds all that strange anymore. Here are some of the more provocative requests that the Texas ADC urban wildlife control program has received.

A job for the pest exterminator?

Supply Clerk Randy Hughes received a call from a woman who complained that there were people in her attic. These people were apparently drinking, smoking, and keeping her awake at night. Hughes explained that his office dealt with animal damage control and mentioned that there was an Animal Damage Control Specialist (ADCS) in the office who removed animals, not people, from attics. The woman then said that she thought that these people had a dog with them.

Most animals can't fly. Thank goodness.

ADCS John Steuber received a call from homeowner in Tyler who said that there was a raccoon in their house. Upon arrival, Steuber found a young flying squirrel on the ceiling of their living room.

Bird on the wing?

ADCS Sara Drumm went over to remove a chimney swift from a residence in San Antonio. The bird had come down the chimney and was flying around the house when she arrived. After catching the bird, Drumm asked the woman if the flue to her chimney was open. "I don't know," the woman replied, "I've been divorced for 3 years."

Just getting his daily allowance of fiber.

ADCS Rick Gilliland received several desperate messages on his answering machine from a couple in Amarillo. When Gilliland returned the call, the man told him that he had a gopher problem in his house. Gilliland informed him that gophers are fossorial rodents that live underground, not in houses. The

man replied that he knew that, but a gopher had dug his way into the house, climbed up on a cabinet, and had eaten over three-fourths of a loaf of bread. Gilliland tried to explain that gophers preferred roots and bulbs. The man promptly told him that the bread was whole wheat.

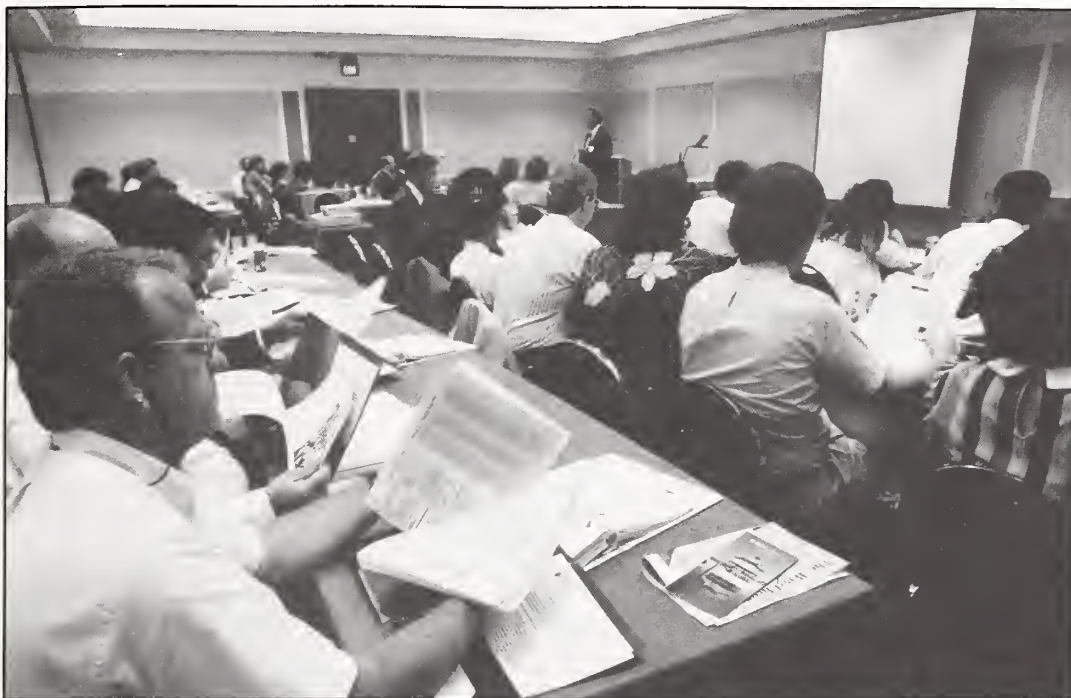
This little piggy went to market.

During his first week on the job, Bill Clay received a call from a woman who reported that opossums were coming into her bedroom and licking her feet as she slept. Clay knew that this wasn't normal opossum behavior. However, the woman was insistent, so Clay set a cage trap in her bedroom. The next day, he caught one. After one week of trapping, Clay caught a total of seven opossums. ■



In 1982 Bill Clay was an Urban Wildlife Damage Specialist in San Antonio, TX; here, he sets a cage trap for a raccoon. Clay is now Director of ADC's operational support staff in Hyattsville. (APHIS photo courtesy of Bill Clay.)

Information Resources Management Conference



The annual IRM conference, May 14-16, 1991, in Solomons, MD, featured IRM experts from APHIS, academia, and private industry. They discussed information needs, new methodology, and emerging technology. Conference topics ranged from telecommunications and information architecture (a blueprint of the creation, movement, and use of information throughout an organization) to security. Vendors who attended the conference gave product demonstrations. About 100 APHIS employees from field and headquarters locations participated in the conference,

which also provided a forum for APHIS employees to meet and share information. John Okay (lower left), Director of USDA's Office of Information Resources Management, explained the Department's role of providing an information architecture to assist agencies with their IRM strategic long-range plans. Budget and Accounting Division's Theresa Maguire (lower right) describes the range of new hardware and software that BAD has integrated to support users. BAD recently improved its system for communicating with other computer systems. (APHIS photos by Laura Smith.)

Employee Profile: Mona Grupp, Classification Specialist, FSO

By Mavis Harrison, Field Personnel Services, FSO

As the daughter of a civil servant, the Field Servicing Office's (FSO) Mona Grupp says she was instilled with a sense of duty at an early age. "I know it sounds corny," she says, "but I really believe there is a need for civil servants."

Her sense of duty is evidenced not only by her 15-year tenure with the Federal Government, where she is currently a Position Classification Specialist, but by her "other" career as a U.S. Army reservist. Grupp is currently serving her third tour as company commander of a Minnesota Army Reserve unit—a job leading 200 people.

She initially joined the military to further her civilian career goals. "I was looking for aviation-type training," she says, explaining that she was working for the Small Business Administration at the time and was interested in changing careers. Her goal was to join the Federal Aviation Administration as an air traffic controller.

Less-than-optimum eyesight, however, prohibited her from working in air traffic control. Nonetheless, Grupp continued her association with the military, eventually deciding to enter Officers Candidate School (OCS).



Position Classification Specialist Mona Grupp. (APHIS photo by Bill Rosenfeld.)

Learning about Teamwork

In Missouri, where she lived at the time, only one woman had successfully completed OCS.

"It was during this time that I really had impressed upon me the value of teamwork," she says, explaining that rigorous training conditions forced the groups to work together. Support from her peers, along with determination, helped her become 1 of 17, out of a starting class of 60, to complete the training.

That belief in teamwork has served her well throughout her career, especially as a member of FSO. Grupp has been with APHIS' Minneapolis office 10 years, including time with the realty staff and as collateral-duty EEO counselor.

As a classification specialist Grupp takes a written description of what someone does on his or her job and determines what the position should be called and at what grade level it should be established.

"My job is very analytical," she says, explaining that classification specialists determine titles and grades by comparing position descriptions against standards set by the Office of Personnel Management.

"Grade levels are, by far, what employees and supervisors are most interested in," Grupp says. "I am constantly aware that decisions I make affect people's lives."

For Grupp the most satisfying aspect of classification is position management, in which classifiers work with program personnel to organize a staff in the most efficient scheme possible. "Position management is like constructing a building," she says. "You start with a structure that has never been or is undergoing substantial reorganization. You find out what the managers need, what they would like, and you help make it happen. It's a creative, positive part of the job."

Not A Typical Office

In addition to her demanding personnel duties, Grupp plays an active part in FSO's Total Quality Management (TQM) process (see story, page 30). Since its beginnings she has participated in quality committees, where much of the work of the quality program is done.

Grupp's committee responsibilities have ranged from assessing customer expectations to benchmarking. She has also helped plan the annual quality recognition program for the past 3 years.

"It's not a typical government office," she says of the FSO. Grupp says that part of the difference is found in the TQM process in place there.

"It has not only made us better service employees but better people," she said. "We're more appreciative of what everyone does; we realize that everyone plays a vital role." She also credits the quality process with helping her become a better commanding officer because it emphasizes the importance of individuals' role in working together to meet a team goal.

A strong advocate of human rights, Grupp has acted as an Equal Employment Opportunity (EEO) counselor for APHIS and last year chaired FSO's EEO advisory committee. The committee garnered the Administrator's Equal Opportunity Award for "Outstanding Achievement in Fostering Equal Opportunities in APHIS."

Grupp established specific goals for the EEO committee at the beginning of her tenure as its chairperson. While proud of the formal recognition shown the EEO committee, Grupp is equally pleased with the changes the committee implemented. She sees improvements in the awards-granting process, more activity in minority recruitment, and an overall heightened awareness of EEO in FSO.

In addition to her involvement in work-related ventures, Grupp has concentrated much of her personal energies on obtaining her college degree. In January 1991 she earned a Bachelor of Arts degree, which, she adds, makes her eligible for the rank of major in the Reserves.

Breaking the Negative Stereotype

Grupp is now contemplating pursuit of an advanced degree in organization management or public administration. Meanwhile, she plans on continuing her active participation in agency and office projects.

"I was drawn into public service because it offers opportunity to work for values that are important to me," Grupp says. "I believe in the APHIS program, and that provides a lot of incentive for me. Maybe it's my rural background—my grandfather had a farm, and I remember baling hay and doing other farm work. I like contributing to American agriculture."

Grupp refers back to that sense of duty that is so well established in her work ethic. "I worked in private industry for a while and took a cut in salary to return to public service," she says. "I want to break the stereotype that government work means low quality and high cost. It just doesn't have to be like that." ■

"It was after a parade, and my family was visiting," Mona Grupp says, explaining this graphic depiction of late 20th-century American motherhood. "My section was moving to the field, and the little boy is my son." Grupp's interest in quality encompasses all aspects of her life, from her job as a classifier with the Field Personnel Services to her collateral-duty EEO assignment to her Army reservist work as company commander of Headquarters and Headquarters Support Company, 147th Military Intelligence Battalion (CEWI). (Photo courtesy of Mona Grupp.)



Employee Profile: Jerry Russo, Supervisory PPQ Officer, Miami, FL

By Courtney Billet, Executive Correspondence, LPA

Jerry Russo is a man with a mission.

Many missions, actually. Because Russo, PPQ's Assistant Officer-in-Charge at Miami International Airport (MIA), is a bona fide "doer."

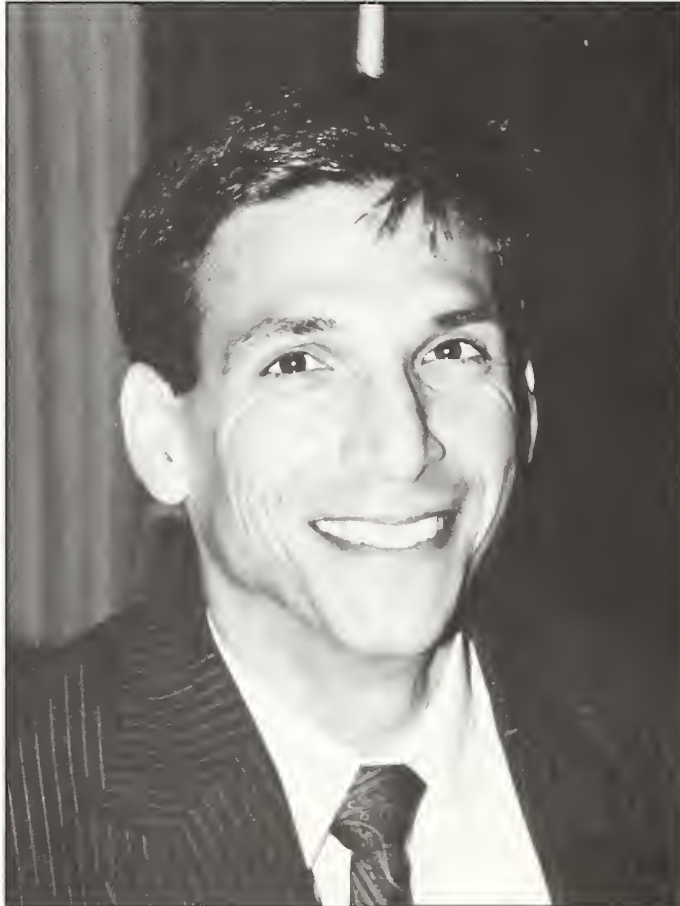
You would see it if you were in Miami. Not only is it one of the busiest international airports in the United States, but the city also has the Nation's highest-volume plant inspection station and a busy maritime office and cargo clearance center.

So what is PPQ's task? To interview arriving passengers and inspect their baggage as well as incoming cargo, aircraft, and boats for evidence of prohibited agricultural items—including certain foods—that could carry dangerous pests or diseases.

Not surprisingly, PPQ officers see all sorts of activity in their line of work. One of Russo's most exciting assignments—"The most physically exhausting of my career" Russo claims—occurred shortly after he joined APHIS in 1980, when Fidel Castro opened the floodgates from Cuba. Over 120,000 Cubans arrived in this country practically overnight in what was known as the Mariel boat lift. Russo, along with one of his coworkers, was charged with coordinating their agricultural clearance in Key West.

"They had everything from citrus fruit to fighting cocks," Russo recalls. "We even had to take milk away from babies." Fortunately, he adds, "we were given American milk to trade for the milk we had to confiscate."

And being in Miami, a major potential pathway for drug smugglers, can make even routine cargo inspections very interesting. Once Russo was the unwitting witness to what was then the largest cocaine bust in the history of the U.S. Customs Service (USCS), when the Customs official next to him triggered an avalanche of white powder while inspecting a shipment of jeans from Colombia.



Jerry Russo, Officer in Charge, Miami International Airport. (APHIS photo by Kevin Conner.)

Self-Directed Supervisor

War stories like these just enhance the attributes Russo brings to bear in his position at MIA. He has invaluable experience and a keen understanding of PPQ's mission in Miami and nationwide, as well as an intense interest in dealing with people.

One of Russo's pet projects has been the introduction of self-directed work teams at MIA. Based on Japanese management principles, the teams provide employees with "a sense of direction and ownership," putting day-to-day supervision and decisionmaking in the hands of team members. The manager's role is then "not so much

managing others as enabling them to manage themselves."

Russo served on a planning committee for a pilot project designed to introduce the concept of the self-directed work team at MIA. The program was introduced as one of very few in the entire Federal Government.

The results have been immediate and dramatic. Russo has witnessed "a tremendous improvement in morale and job satisfaction for my employees," not to mention an increase in the number of civil penalties assessed. Based on its success, this groundbreaking program could ultimately go nationwide.

Respecting Cultural Diversity and Safety Concerns

In a melting pot like Miami, it is critical that employees respect cultural diversity, which Russo defines as "the differences that exist among all cultures, including not just age, religion, nationality, race, gender, and disabilities, but backgrounds and personalities as well." As a manager, one of Russo's primary goals is to ensure that his employees work in an environment free from discrimination and harassment of any kind.

To accomplish this goal, Russo serves as a member of his region's Employee Utilization Team, which is currently developing cultural diversity training for employees. Russo says the training is intended to "break down barriers and foster better working relationships amongst ourselves and with the public. We want to encourage tolerance and respect for those who are different."

The National APHIS Safety and Health Council named Russo Employee of the Year in 1991 for his proactive role as chairman of his area Safety and Health Council and as a member of the regional and national councils.

He helped organize a cooperative USDA/USCS mammogram screening and encouraged female employees to attend. He also has helped promote the safe operation of government vehicles and x-ray equipment, has recommended policies and procedures to prevent officers from being stuck by used hypodermic needles in baggage, and has made available films and literature on topics ranging from Lyme disease and AIDS to exercise and nutrition.

And to assist a former employee with a substance abuse problem, Russo helped gather information on local treatment options for drug and alcohol abusers. On his own, he also compiled a comprehensive summary of substance abuse treatment benefits under the Federal Employees Health Benefits Program. The information has been distributed to all work locations in Miami.

Russo recommended nationwide testing of PPQ employees for tuberculosis and psittacosis, and a testing program has now been implemented. Because of an unprecedented level of cooperation between APHIS and Customs—itself a result of cross-training implemented on Russo's recommendation—USCS officials are increasingly likely to be at risk for exposure. Russo's next goal is to include USCS employees in the TB/psittacosis testing program.

Life Away From APHIS

Hard as it is to believe that Russo has time for a life outside of APHIS, he's an avid runner, logging about 25 miles a week. He also raises orchids and has played an active role in replacing vegetation in his community with species native to south Florida and therefore more tolerant of the soil peculiarities and pests indigenous to the area. Russo is aware that, by planting native species, reliance on fertilizers and pesticides can be decreased, with the added benefit of attracting native wildlife.

Russo is obviously a man spread pretty thin. But as Al Elder, the Regional Director for the Southeast Region will tell you, "He's just a super-enthusiastic person. He always takes such an interest in the job."

Not just in the job, Russo's secretary, Bob Cooper, adds, but in the people. "His encouragement and assistance have been a great source of inspiration to me. I came here as a disabled veteran, and his friendship and support have really helped me build my self-confidence.

"This is a great place to work, and Jerry is a vital part of the sense of happiness I have working here."■



Russo surveys crowd for possible contraband as Mariel boat lift immigrants wait in line to clear Customs and Immigration. (APHIS photo courtesy of Jerry Russo.)

An On-the-Job Way of Life

By Mavis Harrison, Field Personnel Services, FSO

When Total Quality Management was introduced at APHIS' Field Servicing Office in 1987, employees were unsure of the concept and how it would affect their daily work lives.

Four years later, that initial skepticism has been replaced by enthusiasm. What was viewed as a project has now become a way of life for FSO employees.

Employee involvement, customer focus, continuous improvement of FSO processes, and employee recognition are the four arenas at the Minneapolis office where quality is developed as "a way of life."

Involving Employees

FSO's 165 employees are directly involved in setting the course of FSO's quality process. Employees help determine quality initiatives through all-employee brainstorming sessions. Then, when projects have been determined, volunteers from all levels of the organization form cross-functional committees to see the projects through.

Employee participation in quality initiatives has grown from 50 percent of the workforce during the first year to nearly 100 percent in 1991. According to management analyst Don Dubay, "Quality is a new way of operating, a new way of looking at things."

Part of this new way of looking at things is the increase in training FSO employees have received. "The training available to us here you just don't find at other agencies," says Gail Moses, management analyst in Field Personnel Services (FPS). Moses says that she has taken part in a variety of training, including interpersonal skills development and decision-making courses.

About two-thirds of the FSO staff has been trained with the Zenger-Miller Working course, which emphasizes interpersonal skills. Other training available has been customer service, speed reading, and business writing.



"We are like an administrative factory," says FSO Director David Gradick. The office's 165 employees perform a wide range of support activities for 5 USDA agencies, 10,000 employees, and over 700 offices nationwide. Here, Brenda Alfords, FPS (left), and Lucy Currie, Director's office, discuss a quality initiative at a brainstorming session. (APHIS photo by Bill Rosenfeld.)

"With increased training employees are beginning to realize they can have a lot of impact on their own work," says FSO Director David Gradick, explaining why he believes employees have responded so positively. "We are creating opportunities for people at all levels."

"We have the opportunity to be involved," says Larry Anhalt, a clerk-typist in the Procurement and Realty Service. "Here, we're able to act and to do what is necessary to get the job done." Anhalt explains this is a significant change from his experiences in private industry, where employees were treated like a piece of machinery.

"From Maxiflex to involvement in quality committees to making suggestions, FSO employees have the feeling they really do count," he says. Anhalt also says that "the effort we put toward letting employees know they are number one," is one of the biggest differences he's found between FSO and his previous agency.

Not only are FSO employees influencing day-to-day operations, they also assist in selecting the workforce through the use of peer interviews. Peer interviews allow coworkers to meet and speak with job candidates and to express their

opinions about the candidates.

Another form of involvement is the FSO family councils, which allow employees to meet with Gradick on a rotating basis, in groups of no more than 15 people, to offer direct feedback on operations and management issues. "Our family councils create opportunities for people to get issues aired and to involve themselves in solving problems," Gradick says.

"It is amazing to see the creativity and enthusiasm start to come forth. All I do is listen and follow up."

Yet another example of direct employee involvement is the formation of a self-managed team (SMT). An SMT places responsibility for work produced solely on team members, removing the need for traditional direct supervision. FSO's one SMT is the FPS, which is composed of employees from all sections of personnel. Two additional SMTs are in the planning stages, in other parts of the office.

"I see the SMT as something really positive," says Mike Wafer, personnel staffing specialist in FPS. "It will allow more involvement between all components of personnel. It will help get rid of the 'mine versus yours' mentality; it would be ours."

Focusing on the Customer

Not only has the quality process changed the attitudes of FSO staff, the process has also changed customer perception, according to Steve Poore, Chief of FSO's Customer Support Services (CSS) in Hyattsville. "They are pleased and surprised at the customer orientation of the office," Poore says.

Critical to the success of customer focus has been the support and leadership of top management as well as a high level of employee commitment. "The quality emphasis on the internal and the external customers has brought all of us together here at FSO," says Rick George of Procurement and Realty Services.

Marva Overton of FPS adds, "I've seen my customers' attitude change as we've made progress in quality. Now they seem to appreciate us more, and I feel better when we talk."

"Our office has developed a comprehensive system for obtaining feedback from external and internal customers," say Quality Service Officer Bill Rosenfeld.

Feedback mechanisms from external customers include customer satisfaction surveys, both in general and those taken at the time the work is done. FSO also sponsors customer focus groups, a form of training, with customers brought in from all over the country to provide feedback.

Internal feedback includes customer satisfaction surveys and family council meetings with the FSO Director. FSO also undertakes annual quality climate surveys, measuring such factors as communications, innovation, and leadership. This year Rosenfeld used Tom Peters' Excellence Audit to gather feedback from employees.

Improving FSO Processes

A major part of FSO's quality program is the continuous improvement of all its processes. "We look for small as well as large improvements," said Gradick.

Perhaps the most successful example of continuous improvement is the FSO suggestion system, called EXPRESS. Before the quality program FSO used the standard USDA suggestion system. A quality initiative team designed a more responsive system in 1990.

EXPRESS received 90 suggestions in its first year. More than 80 percent of those suggestions have been implemented. By the end of FY 1991, according to Rosenfeld, 342 suggestions were received. These suggestions cover a broad range—from the simple, such as "purchase a pointer for training," to the more complex, such as "people accessing the National Finance Center should be able to do a screen print from whatever line they're calling on."

Another example of improvement of processes is the SMT discussed above. As SMT members become more familiar and involved with all areas of personnel, according to member Sharon Saltsman, "We're experimenting to see if we can make improvements in existing work processes."

FSO's short-term goals for continuous improvement are contained in its Annual Quality Plan. For calendar year 1991, the FSO-wide goals were:

- To be an organization that provides legendary service to its customers.
- To provide extraordinary information to its customers.
- To benchmark FSO training and determine additional officewide training needs.

As Dubay says, "Continuous quality improvement, although slow to the observer, works the same magic as compound interest. The improvements build upon each other until the office has reached a higher level of accomplishment."

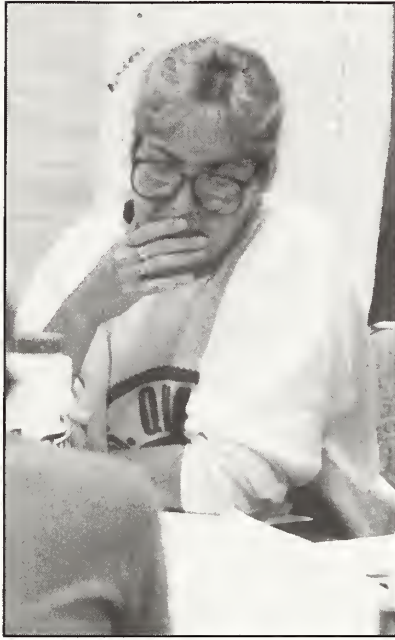
(continued on page 32)

The Quality Vision

FSO employees and management have undertaken the quality process with one strong vision in mind: "Working together to meet customer expectations by providing quality service."

Quality vision is supported by four quality policies:

- FSO provides quality service that meets customer expectations.
- Every person in FSO is committed to error-free work as a standard of personal performance.
- Each person works closely with customers to identify and solve problems at early stages.
- FSO customers feel good about the support they receive.



Cindy Nelson, Procurement and Realty Services. (APHIS photo by Bill Rosenfeld.)

Recognizing Employees

According to FSO Deputy Director Jim Benham, FSO has also set itself the goal of fostering an atmosphere of appreciation, where as a matter of course all employees are recognized and appreciated for the good things they do. Employees are thanked for their contributions in a variety of ways.

A formal event, Recognition Day, is celebrated annually. In addition, the Purchasing Section has instituted the Purchasing Achievement Award, and FPS is planning a Gold Star Award.



Field Personnel Services employees Lee Danich (left) and Liz Standfuss. (APHIS photo by Bill Rosenfeld.)

FSO has a comprehensive awards system that emphasizes results and quality improvements by teams and individuals. In FY 1990, half of all employees (80 people) received monetary awards. Moses says that her experience with other Federal offices had been that monetary awards were awarded primarily to employees at higher grade levels. "We're treated more equally here," she says.

The recognition gives "a real thank you to employees," says Wafer. "It places emphasis on employees doing a good job."

"The recognition encourages people to do things right the first time," Moses says.

Looking into the future, employees and management alike have pledged to continue their commitment to work together to meet customer expectations and provide the best possible service.

"Service is what it's about," says Classification Specialist Mona Grupp. "If I treat my clients positively, they'll feel good about FSO."

And CSS' Mary Ellen Keyes adds, "Quality is constantly surprising your customers with faster and better service, then watching them smile!" ■

Retirements

This list includes the names of APHIS employees who retired between April 1, 1991, and September 30, 1991.

Animal Damage Control

Ralph Braddock, Biological Technician, Wildlife, Lysite, WY
Jean Grasse, Budget Assistant, Portland, OR
Sherman Patrick, Biological Technician, Wildlife, Worland, WY
Albert Robb, Biological Technician, Wildlife, Rock Springs, WY
Van Warnick, Biological Technician, Wildlife, Delta, UT

Science & Technology

Matteo Cardella, Microbiologist, Ames, IA
Thomas Koski, Supervisory Microbiologist, Ames, IA
George Lavoie, Jr., Research Wildlife Biologist, Lakewood, CO
C. Ranger, Microbiologist, Ames, IA
John Seubert, Supervisory Wildlife Biologist, Lakewood, CO

International Services

David Anderson, Supervisory VMO, Mexico City, MX
Winston Gallaway, Supply Management Officer, Mexico City, MX

Management & Budget

Marjorie Gerhardt, Secretary, Typing, Hyattsville, MD
Donald Stratton, Deputy Program Manager, Washington, DC

Plant Protection & Quarantine

Pablo Colon Rosado, PPO Officer, San Juan, PR
Larry Floyd, PPO Technician, Duford, SC
Wilmer Loftin, PPO Officer, Conway, AR
Ralph Swindol, PPO Officer, Dillon, SC
Robert Westmoreland, PPO Officer, Morehead City, NC
Dalton Wilson, Supervisory PPO Officer, Brentwood, TN

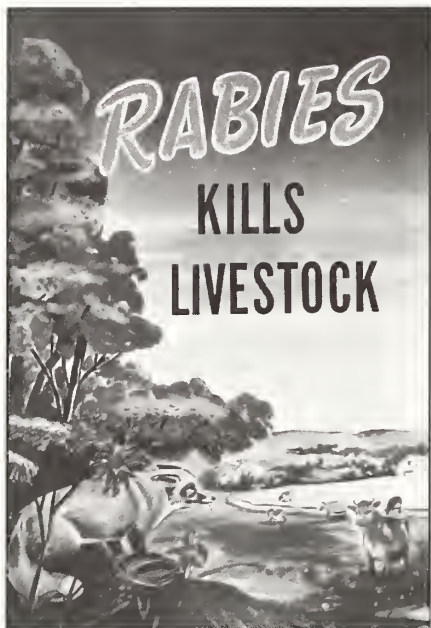
Veterinary Services

Frank Carlross, Veterinary Medical Officer, Abbeville, LA
Sarah Greenberger, Program Clerk, Typing, Gainesville, FL
Keith Harp, Animal Health Technician, Springdale, AR
Marjorie Hudson, Secretary, Steno, Pickerington, OH
James Longwith, Program Specialist, Hyattsville, MD
Doris McInnis, Secretary, Steno, Montgomery, AL
Teresa O'Malley, Veterinary Medical Officer, Redding, CA
Robert Ormiston, Veterinary Medical Officer, Hyattsville, MD
Gilberte Taylor, Personnel Clerk, Typing, Fort Worth, TX
James Thomas, Supervisory VMO, Little Rock, AR
Atrol Ward, Veterinary Medical Officer, Bruce, MS
John Watkins, Veterinary Medical Officer, Minot, ND
Willis Webb, Veterinary Medical Officer, Christiansburg, VA
Judy Willcut, Administrative Officer, Oklahoma City, OK
Jerome Winters, Lead Biological Lab Technician, Microbiology, Madison, WI



What editor could resist? This image appeared on the announcement of the retirement of VS Deputy Administrator Pierre Chaloux in Jan. 1981. Luncheon cost then? \$11.25 for stuffed chicken breast. A 1974 announcement of the retirement of Budget and Accounting's Larry Maher featured veal parmegiano for \$4.25. Party announcements were donated by Pauline McDonald, former M&B employee.

ADC in History

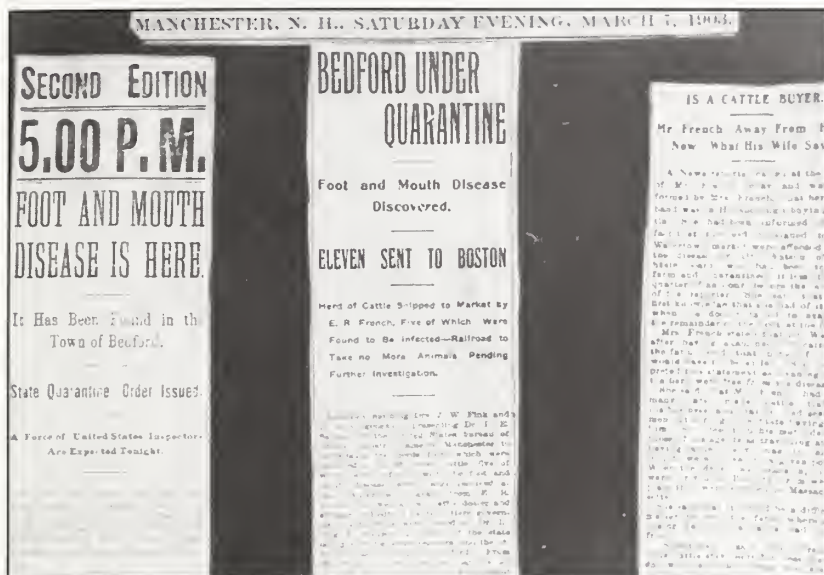


A 1950's-style poster for Animal Damage Control.

(1) Hunter Jeff Kelly comes through Pendleton, OR, to make application for a position as a trapper. In 1916, Kelly's starting salary was \$75/month; in 1921, his ending salary was \$135/month. If Kelly had started with APHIS in Oregon in 1991, his salary would have started at \$1,500/month. (Photo courtesy of Jeff Green.)

(2) I.B. Edger, predatory animal hunter, Mt. Vernon, OR, March 29, 1928. That year the Bureau of Biological Survey created the Division of Economic Investigations, one of the many designations of what we know as ADC. (Photo courtesy of Jeff Green.)

VS in History



The March 7, 1903, Manchester, NH, newspaper declares the discovery of foot-and-mouth disease in the State. In the center, a mass grave is used to dispose of the infected and exposed carcasses. This was the last outbreak of foot-and-mouth disease in New England, but it would not be eradicated from the United States until 1929 in the Southwest. (From APHIS-VS slide files.)



Question: What does a bureaucrat with starched collar and electric lamp (circa 1920) display on the wall of his workspace? Answer: A variety of USDA Farm Bulletins and posters. The dodo bird figures prominently on the poster in front. "Bankrupts of Nature — They couldn't stand competition or pay their way." In back, "Waste Won't Win" is a plea to "keep circulation clear at every point" in railroad cars; below that is an exhortation for "More Money for Better Hides." Bulletins include "Alsike Clover," "Ginseng Culture," and "Coupea Utilization." (From APHIS VS slide files.)

Twenty Years Ago, APHS



In August 1972, USDA photographer Murray Lemmon caught Federal livestock inspector William Brown (above, left) telling a rancher about the uses of an aerosol spray treatment for livestock wounds during a screwworm outbreak near Mission, TX. The photo above captures an obsolete agency name on the truck door: "Animal and Plant Health Service" had been correct for a brief 5-month period after October 28, 1971, when USDA announced the creation of the new regulatory agency. By April 1, 1972, the current acronym "APHIS" had come into being after meat inspection duties were absorbed by the young agency.

Ground squirrel operations crews in Oregon (left) pose with poisoned grain. They worked for USDA's Bureau of Biological Survey, the predecessor of today's ADC. Date is uncertain; Inside's best guess is the 1930's. (APHIS photo courtesy of Diana Dwyer, Denver Wildlife Research Center.)

Do you have old photos, records, or memorabilia buried within your APHIS office files? Need some place to send them after you've cleaned out the cabinets?

APHIS' 20th anniversary is raising everyone's consciousness about those dusty old things laying about. APHIS management has revived the history committee to plan observances for 1992, and the committee is interested in any old

items that APHIS employees may have. For information on what's useful and where items should be sent, contact LPA's Larry Mark, FTS/202 720-3977, or write him at APHIS-LPA, Rm 1147-South Bldg., P.O. Box 96464, Washington, DC 20090-6464.